

## **5:30 Approval of Souhegan Valley Boys and Girls Club 5K Race - Holly Bly, Director of Development**

Dear Selectmen,

The Souhegan Valley Boys & Girls Club would like to host a 5K on Saturday October 12th, 2024.

- Attached is the map of the race route.
- Our goal is to have 200 runners but with it being our first year we anticipate 100 runners
- Captain Frye has seen the route and we have discussed that we will have volunteers at every crossing and at a couple places where there are openings for businesses. We will also have two officers on the course.
- We plan to have 15 volunteers on the course to help people with turns and crossings.
- The 5K will start at 9am on Saturday morning and we will have all the people off the course by 11:30am.

We are starting and ending in the BGC parking lot and will be using our land/building to host pre-race registration and post-race awards.

Thanks,

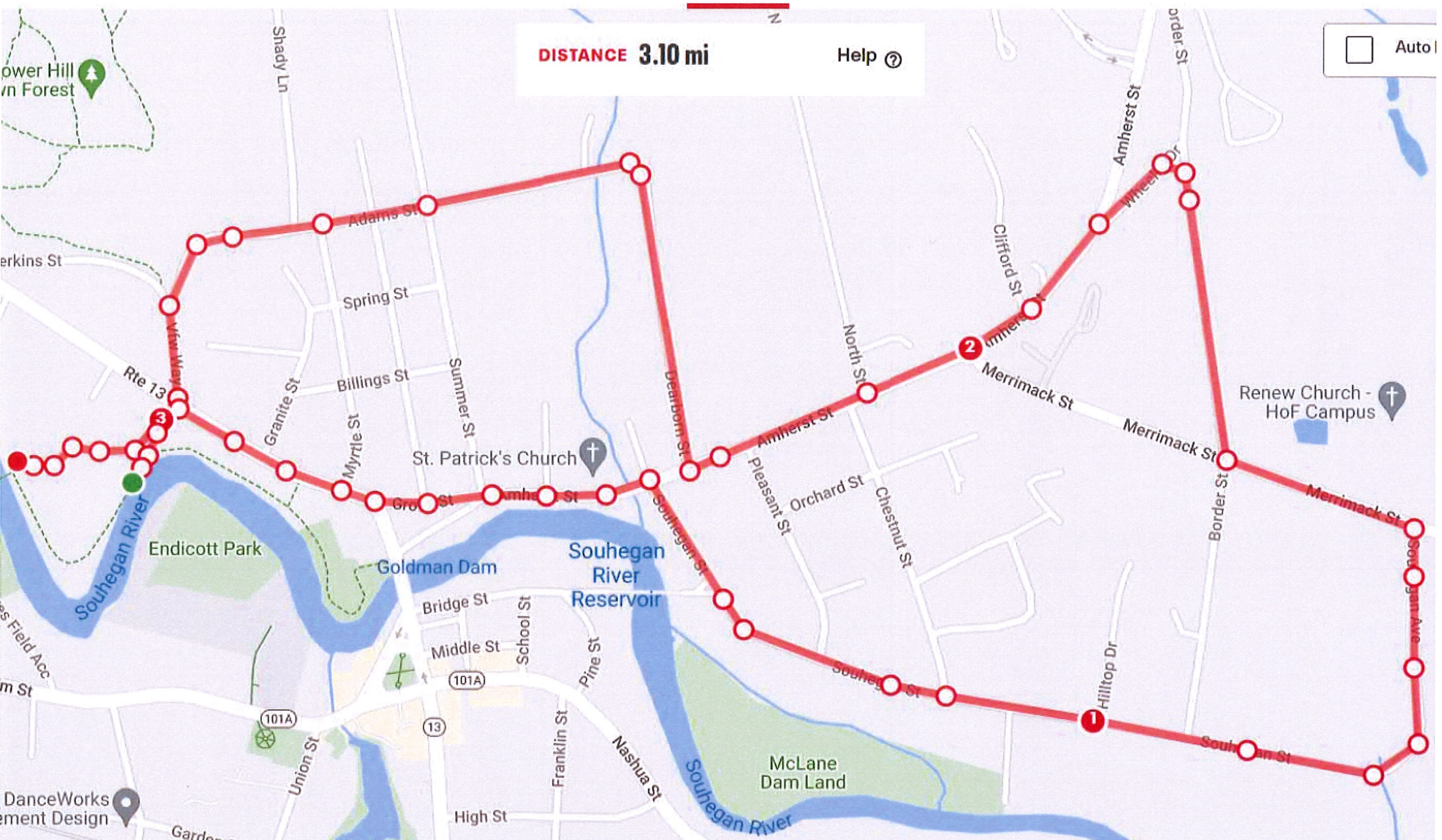
**Holly Bly**

Director of Development  
Boys & Girls Clubs of Souhegan Valley  
56 Mont Vernon Street  
Milford, NH 03055  
[hbly@svbgc.org](mailto:hbly@svbgc.org)

DISTANCE 3.10 mi

Help

Auto



**TOWN OF MILFORD, NEW HAMPSHIRE**

**Financial Statements**

**With Schedule of Expenditures of Federal Awards**

**December 31, 2022**

**and**

**Independent Auditor's Report**

**Report on Internal Control Over Financial Reporting  
and on Compliance and Other Matters Based on an Audit  
of Financial Statements Performed in Accordance  
With *Government Auditing Standards***

**Report on Compliance for Each Major Federal Program  
and Report on Internal Control Over Compliance  
Required by the Uniform Guidance**

**Schedule of Findings and Questioned Costs**

**TOWN OF MILFORD, NEW HAMPSHIRE**  
**FINANCIAL STATEMENTS**  
**December 31, 2022**

**TABLE OF CONTENTS**

	<u>Page(s)</u>
INDEPENDENT AUDITOR'S REPORT	
MANAGEMENT'S DISCUSSION AND ANALYSIS	I-VIII
<b>BASIC FINANCIAL STATEMENTS</b>	
EXHIBITS:	
A Statement of Net Position	1
B Statement of Activities	2
C Balance Sheet – Governmental Funds	3
C-1 Reconciliation of the Balance Sheet of Governmental Funds to the Statement of Net Position	4
D Statement of Revenues, Expenditures and Changes in Fund Balances – Governmental Funds	5
D-1 Reconciliation of the Statement of Revenues, Expenditures and Changes in Fund Balances of Governmental Funds to the Statement of Activities	6
E Statement of Net Position – Proprietary Funds	7
F Statement of Revenues, Expenses and Changes in Net Position – Proprietary Funds	8
G Statement of Cash Flows – Proprietary Funds	9
H Statement of Fiduciary Net Position – Fiduciary Funds	10
I Statement of Changes in Fiduciary Net Position	11
NOTES TO BASIC FINANCIAL STATEMENTS	12-43
<b>REQUIRED SUPPLEMENTARY INFORMATION</b>	
SCHEDULES:	
1 Schedule of Revenues, Expenditures and Changes in Fund Balance – Budget and Actual (Budgetary Basis) – General Fund	44
2 Schedule of Changes in the Town's Proportionate Share of the Net OPEB Liability	45
3 Schedule of Town OPEB Contributions	46
4 Schedule of Changes in the Town's Total OPEB Liability and Related Ratios	47
5 Schedule of Changes in the Town's Proportionate Share of the Net Pension Liability	48
6 Schedule of Town Pension Contributions	49
NOTES TO REQUIRED SUPPLEMENTARY INFORMATION	50

**TOWN OF MILFORD, NEW HAMPSHIRE**  
**FINANCIAL STATEMENTS**  
**December 31, 2022**

**TABLE OF CONTENTS (CONTINUED)**

	<u>Page(s)</u>
<b>FEDERAL COMPLIANCE</b>	
SCHEDULE:	
I    Schedule of Expenditures of Federal Awards	51
NOTES TO SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS	52
Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance With <i>Government Auditing Standards</i>	53-54
Report on Compliance For Each Major Federal Program and Report on Internal Control Over Compliance Required by the Uniform Guidance	55-57
Schedule of Findings and Questioned Costs	58-59
<b>SUPPLEMENTAL SCHEDULES</b>	
SCHEDULES:	
A    Combining Balance Sheet – Governmental Funds – All Nonmajor Funds	60
A-1    Combining Balance Sheet – Governmental Funds – All Nonmajor Special Revenue Funds	61
B    Combining Statement of Revenues, Expenditures and Changes in Fund Balances – Governmental Funds – All Nonmajor Funds	62
B-1    Combining Statement of Revenues, Expenditures and Changes in Fund Balances – Governmental Funds – All Nonmajor Special Revenue Funds	63

## INDEPENDENT AUDITOR'S REPORT

To the Board of Selectmen  
Town of Milford, New Hampshire

### **Report on the Audit of the Financial Statements**

#### ***Opinions***

We have audited the accompanying financial statements of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the Town of Milford, New Hampshire, as of and for the year ended December 31, 2022, and the related notes to the financial statements, which collectively comprise the Town of Milford, New Hampshire's basic financial statements as listed in the table of contents.

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the Town of Milford, New Hampshire, as of December 31, 2022, and the respective changes in financial position, and, where applicable, cash flows thereof for the year then ended in accordance with accounting principles generally accepted in the United States of America.

#### ***Basis for Opinions***

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Town of Milford, New Hampshire and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

#### ***Responsibilities of Management for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Town of Milford, New Hampshire's ability to continue as a going concern for twelve months beyond the financial statement date, including any currently known information that may raise substantial doubt shortly thereafter.

### ***Auditor's Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinions. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Town of Milford, New Hampshire's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Town of Milford, New Hampshire's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

### ***Required Supplementary Information***

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis, budgetary comparison information, schedule of changes in the Town's proportionate share of the net OPEB liability, schedule of Town OPEB contributions, schedule of changes in the Town's total OPEB liability and related ratios, schedule of changes in the Town's proportionate share of the net pension liability, and schedule of Town pension contributions be presented to supplement the basic financial statements. Such information is the responsibility of management and, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the

information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

### ***Supplementary Information***

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the Town of Milford, New Hampshire's basic financial statements. The combining nonmajor governmental fund financial statements and schedule of expenditures of federal awards, as required by Title 2 U.S. Code of Federal Regulations Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*, are presented for purposes of additional analysis and are not a required part of the basic financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the basic financial statements. The information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the combining nonmajor governmental fund financial statements and the schedule of expenditures of federal awards are fairly stated, in all material respects, in relation to the basic financial statements as a whole.

*Vachon Clukay & Company PC*

Manchester, New Hampshire  
January 31, 2024



**Town of Milford, New Hampshire  
Management's Discussion and Analysis  
December 31, 2022**

As management of the Town of Milford, New Hampshire, we offer readers of the financial statements this narrative overview and analysis of the financial activities of the Town for the year ended December 31, 2022. Our objective is to provide an easily readable analysis of the Town's financial statements based on currently known facts, decisions or conditions. We encourage readers to consider the information presented here in conjunction with the transmittal letter at the front of this report and the Town's financial statements, which follow this section.

**OVERVIEW OF THE FINANCIAL STATEMENTS**

This discussion and analysis is intended to serve as an introduction to the Town's financial statements. The basic financial statements contain the following components.

- 1.) Government-wide financial statements
- 2.) Fund financial statements
- 3.) Notes to the financial statements

**Government-wide Financial Statements**

The government-wide financial statements focus on the Town as a whole and are designed to provide readers with a long-term overview of the Town's finances, in a manner similar to the private sector. They include a Statement of Net Position, which presents information on all of the Town's assets, deferred outflows of resources, liabilities and deferred inflows of resources with the residual difference reported as net position. Over time, increases or decreases in net position may serve as a useful indicator of whether the financial position of the Town is improving or deteriorating. The statement of activities presents information showing how the Town's net position changed during the year. All changes in net position are reported as soon as the underlying event occurs, regardless of when cash is received or paid. Thus, revenues and expenses are reported in this statement for some items that will result in cash flows in future fiscal periods (e.g., uncollected taxes, and earned but unused vacation leave).

The statement of net position and the statement of activities divide the Town into two types of activities:

- Governmental Activities – Most of the Town's basic functions are reported here which include general government, public safety, highways and streets, health and welfare, sanitation, culture and recreation, and debt service. Property taxes, intergovernmental revenues, permits and fees, and state and federal grants finance most of these activities.
- Business-type Activities – The Town charges a fee to customers with the intention of recovering all or a significant portion of the costs through user fees and charges. The Town's Water and Sewer funds are reported here.

The government-wide financial statements (Exhibit A & B) can be found on pages 1-2 of these financial statements.

**Fund Financial Statements**

The fund financial statements provide more detailed information about the Town's funds, focusing on its most significant or "major" funds, not the Town as a whole. A fund is a group of related accounts that is used to maintain control and accountability over resources that have been segregated for specific activities. The Town, like other local governments, uses fund accounting to ensure and exhibit compliance with finance-related legal

requirements. Some funds are established as required by state statute while others are instituted by the Town to help control and manage financial activities for a specific purpose, such as capital projects and grants. The Town's funds are divided into three fund categories; governmental, proprietary and fiduciary.

- Governmental Funds (Exhibits C and D) – Most of the Town's basic functions are reported in governmental funds, which focus on near-term inflows and outflows of spendable resources and balances remaining at year end that are available for spending. These funds are reported on a modified accrual basis of accounting, which measures cash and all other financial assets that can readily be converted to cash. The governmental fund statements are designed to provide a detailed short-term view of the Town's general government operations and the services it provides. Governmental fund information helps to determine whether there are more or fewer financial resources available in the near future to finance the Town's programs and the extent to which Town services cover their own costs with user fees, charges, and grants, as opposed to being financed with taxes, other general revenues, and resources accumulated from past years. The differences between governmental activities as reported in the government-wide financial statements and the fund financial statements are itemized in reconciliations to the fund financial statements (Exhibits C-1 and D-1).
- Proprietary Funds (Exhibits E, F and G) – When the Town charges water and sewer customers for the services it provides, they are reported in proprietary funds. Proprietary funds are reported in the same way that all business-type activities are reported in the government-wide financial statements, but provide more detail and a statement of cash flows.
- Fiduciary Funds (Exhibits H and I) – The Town acts as a trustee for various trust funds. Additionally, the Town collects taxes on-behalf of the School District and County, and motor vehicles fees on-behalf of the State of New Hampshire. All of the Town's fiduciary activities are custodial in nature and are reported in the statement of fiduciary net position and statement of changes in fiduciary net position. The activities of custodial funds are excluded from the Town's other financial statements because the Town cannot use these assets to finance its own operations. The Town is responsible for ensuring that the assets reported in these funds are used for their intended purposes.

The fund financial statements can be found on pages 3-11 of these financial statements.

### **Notes to the Financial Statements**

- The notes provide additional information that is essential to a full understanding of the data provided in the government-wide and fund financial statements. The notes to the financial statements can be found on pages 12-42 of these financial statements.

### **Required Supplementary Information**

- The basic financial statements and accompanying notes are followed by a section of required supplementary information. This section includes a budgetary comparison schedule of the Town's General Fund, schedule of total OPEB liability and related ratios, and schedules of changes and contributions related to both the OPEB and net pension liabilities, which can be found on pages 43-49 of these financial statements.

### **Supplementary Information**

In addition to the required elements, we have included a section with combining statements that provide details about our nonmajor governmental funds, each of which is added together and presented in a single column in the basic financial statements. The supplementary schedule information can be found on pages 59-62 of these financial statements.

## FINANCIAL HIGHLIGHTS

### Government-wide highlights

- Total Assets and Deferred Outflows of resources exceeded Total Liabilities and Deferred Inflows of Resources by \$47.1 million; presented as “Total Net Position” on Exhibit A - Statement of Net Position.
- During the year, the Town’s Total Net Position increased by roughly \$2.6 million. Net position increased by \$2.2 million for Governmental Activities and by roughly \$388 thousand for Business-type Activities.

### Fund Highlights

- The Town’s governmental funds reported on a current financial resources basis, had combined ending fund balances of \$10.9 million, a decrease of \$689 thousand from the prior year.
- The total unassigned fund balance for the general fund was \$4.2 million, which represents 24% of the total general fund expenditures.

## GOVERNMENT-WIDE ANALYSIS

### Net Position

As noted earlier, over time, net position may serve as a useful indication of a government’s financial position and determine its ability to finance services in the long-term. The government-wide financial statements are prepared on the full accrual basis of accounting. The condensed analysis below focuses on the net position of the Town’s governmental and business-type activities.

**Town of Milford**  
**Government-Wide - Condensed Statements of Net Position**  
**December 31, 2022 and 2021**

	2022			2021		
	Governmental Activities	Business-type Activities	Total	Governmental Activities	Business-type Activities	Total
<b>ASSETS</b>						
Current Assets	\$ 13,216,500	\$ 1,955,082	\$ 15,171,582	\$ 13,932,533	\$ 2,978,458	\$ 16,910,991
Capital Assets	36,095,719	24,674,234	60,769,953	33,822,307	23,083,176	56,905,483
<b>TOTAL ASSETS</b>	<u>49,312,219</u>	<u>26,629,316</u>	<u>75,941,535</u>	<u>47,754,840</u>	<u>26,061,634</u>	<u>73,816,474</u>
<b>Deferred Outflows of Resources</b>	<u>2,352,737</u>	<u>253,530</u>	<u>2,606,267</u>	<u>2,251,219</u>	<u>208,728</u>	<u>2,459,947</u>
<b>LIABILITIES</b>						
Current Liabilities	1,912,720	742,656	2,655,376	1,946,510	305,314	2,251,824
Long-term Liabilities	21,578,190	6,563,529	28,141,719	19,488,194	6,574,001	26,062,195
<b>TOTAL LIABILITIES</b>	<u>23,490,910</u>	<u>7,306,185</u>	<u>30,797,095</u>	<u>21,434,704</u>	<u>6,879,315</u>	<u>28,314,019</u>
<b>Deferred Inflows of Resources</b>	<u>545,466</u>	<u>78,337</u>	<u>623,803</u>	<u>3,153,642</u>	<u>280,401</u>	<u>3,434,043</u>
<b>NET POSITION</b>						
Net investment in capital assets	29,500,590	19,664,551	49,165,141	26,952,335	17,638,855	44,591,190
Restricted	2,270,739	-	2,270,739	2,560,744	-	2,560,744
Unrestricted (Deficit)	(4,142,749)	(166,227)	(4,308,976)	(4,095,366)	1,471,791	(2,623,575)
<b>TOTAL NET POSITION</b>	<u>\$ 27,628,580</u>	<u>\$ 19,498,324</u>	<u>\$ 47,126,904</u>	<u>\$ 25,417,713</u>	<u>\$ 19,110,646</u>	<u>\$ 44,528,359</u>

The Town's combined net position is \$47.1 million of which approximately \$27.6 million represents governmental activities and the remaining \$19.5 million relates to business-type activities.

As noted in the above, the largest portion of the Town's net position, \$49.2 million reflects its investment in capital assets (e.g. land, buildings, equipment and infrastructure), less any related debt used to acquire the capital assets. The Town uses capital assets to provide services to citizens; consequently, these assets are not available for future spending. Although the Town's investment in capital assets is reported net of related debt, it should be noted that the resources needed to repay this debt must be provided from other sources, since the capital assets themselves cannot be used to liquidate the debt. The restricted portion of the Town's net position, \$2.3 million, represents resources that are subject to external resources on how they may be used. The remaining balance of unrestricted net position, is what is available to be used to meet the Town's ongoing obligations to citizens and creditors. The Town had an unrestricted net position deficit of (\$4.3) million at year end.

### Changes in Net Position

Table 2 presents the Town's changes in net position from the government-wide Statement of Activities.

**Town of Milford**  
**Table 2 - Changes in Net Position**  
**For the Years Ended December 31, 2022 and 2021**

	2022			2021		
	Governmental Activities	Business-type Activities	Total	Governmental Activities	Business-type Activities	Total
<b>REVENUES:</b>						
<b>Program Revenues:</b>						
Charges for Services	\$ 1,604,824	\$ 4,444,061	\$ 6,048,885	\$ 1,441,456	\$ 4,137,632	\$ 5,579,088
Operating grants and contributions	713,509		713,509	346,432		346,432
Capital grants and contributions	1,688,783	934,688	2,623,471	440,001	50,263	490,264
<b>General Revenues:</b>						
Property and other taxes	9,332,705		9,332,705	8,275,831		8,275,831
Licenses and permits	3,486,075		3,486,075	3,650,993		3,650,993
Grants and contributions	1,443,097		1,443,097	1,181,869		1,181,869
Interest and investment earnings (loss)	(467,900)	2,954	(464,946)	447,980	2,036	450,016
Miscellaneous	838,629	13,374	852,003	819,264	10,421	829,685
<b>TOTAL REVENUES</b>	<u>18,639,722</u>	<u>5,395,077</u>	<u>24,034,799</u>	<u>16,603,826</u>	<u>4,200,352</u>	<u>20,804,178</u>
<b>EXPENSES:</b>						
<b>Program Expenses:</b>						
General government	5,668,421		5,668,421	5,282,816		5,282,816
Public safety	5,916,388		5,916,388	5,675,868		5,675,868
Highways and streets	2,231,028		2,231,028	2,220,982		2,220,982
Health and welfare	827,513		827,513	798,397		798,397
Sanitation	203,898		203,898	178,466		178,466
Culture and recreation	1,407,908		1,407,908	1,305,148		1,305,148
Conservation	30,789		30,789	26,947		26,947
Economic development			-			-
Interest and fiscal charges	203,896		203,896	222,145		222,145
Water and sewer		5,100,174	5,100,174		4,160,484	4,160,484
<b>TOTAL EXPENSES</b>	<u>16,489,841</u>	<u>5,100,174</u>	<u>21,590,015</u>	<u>15,710,769</u>	<u>4,160,484</u>	<u>19,871,253</u>

Excess/(Deficiency) before transfers and gain on disposal of capital assets	2,149,881	294,903	2,444,784	893,057	39,868	932,925
Gain (loss) on disposal of capital assets	69,890	83,871	153,761	14,000	(1,319)	12,681
Transfers	<u>(8,904)</u>	<u>8,904</u>	<u>-</u>	<u>(174,177)</u>	<u>174,177</u>	<u>-</u>
Increase/(Decrease) in net position	2,210,867	387,678	2,598,545	732,880	212,726	945,606
Net Position - Beginning of year	<u>25,417,713</u>	<u>19,110,646</u>	<u>44,528,359</u>	<u>24,684,833</u>	<u>18,897,920</u>	<u>43,582,753</u>
Net Position - End of the year	<u>\$ 27,628,580</u>	<u>\$ 19,498,324</u>	<u>\$ 47,126,904</u>	<u>\$ 25,417,713</u>	<u>\$ 19,110,646</u>	<u>\$ 44,528,359</u>

As noted earlier, net position may serve over time as a useful indicator of the Town's overall financial position. Overall net position for the Town increased by \$2.6 million in the current year.

**GOVERNMENTAL ACTIVITIES:**

Governmental activities increased the Town's net position by \$2.2 million. Key factors of this increase are as follows:

Governmental Funds revenues and sources under expenditures and uses	\$ (688,614)
Increase in capital assets net of depreciation expense	1,415,257
Issuances of long-term obligations	(785,133)
Gain on the sale/disposal of capital assets	69,890
Property taxes recognized on accrual basis	79,123
Donated capital assets	726,398
Principal forgiveness on debt	
Payment of debt service principal	1,088,729
Payment of interest as accrued rather than expensed	(649)
Change in accrued compensated absences	18,539
Differences between contributions and expenses for OPEB and pension	287,327
TOTAL	<u>\$ 2,210,867</u>

**BUSINESS-TYPE ACTIVITIES:**

Business-type activities increased the Town's net position by \$388 thousand, due mainly to operating revenues in excess of the operating expenses. The following is a summary of the activity by fund:

Water Fund	\$ 251,489
Sewer Fund	<u>136,189</u>
	<u>\$ 387,678</u>

Exhibit F located on page 8 provides a more detailed view of the changes in net position for water and sewer activities.

**FINANCIAL ANALYSIS OF THE FUND FINANCIAL STATEMENTS**

As noted earlier, the Town uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements.

**Governmental Funds – (Exhibit C & D)**

The focus of the Town's governmental funds is to provide information on near-term inflows, outflows and balances of resources available for spending. Governmental Fund statements utilize the modified accrual basis of

accounting, which is useful in determining the Town's near-term financing requirements. In particular, unassigned fund balance may serve as a benchmark of a government's net resources available for spending at the end of the year.

At the end of the year, the Town's governmental funds reported a combined ending fund balance of roughly \$10.9 million, a decrease of \$689 thousand in comparison with the prior year. The decrease was largely attributable to the Permanent Funds which saw a decrease of \$428 thousand due to unfavorable market conditions. The General Fund experienced a decrease of \$742 thousand, mainly from the use of fund balance to reduce the tax rate. The Special Purpose Funds experienced an increase of \$422 thousand from additional State aid. The Nonmajor Governmental Funds experienced an increase of \$58 thousand primarily due to revenues in excess of expenditures of the Grantie Town Rail Revolving Fund and the Vietnam Memorial Fund.

The General Fund is the chief operating fund of the Town. At the end of the year, unassigned fund balance of the General Fund on the modified accrual basis was \$4.2 million, while total fund balance was \$7.3 million.

The governmental fund statements can be found on pages 3-6 of these financial statements.

### **Proprietary Funds – (Exhibit E through Exhibit F)**

The Town's proprietary funds mirror the business-type activities contained in the government-wide financials, yet in more detail. Unlike governmental funds, proprietary funds utilize the accrual basis of accounting. Therefore, no reconciliation is needed between the government-wide financial statements and the proprietary fund financial statements. The proprietary fund statements can be found on pages 7-9 of these financial statements.

## **GENERAL FUND BUDGETARY HIGHLIGHTS**

Differences between the original budget and the final amended budget include budget appropriations carried over from the prior year (encumbrances and carryforward appropriations), as well as authorizations carried into the subsequent year. These authorizations consist of capital outlays in process at the previous and current year-ends. Encumbrances are reflected in the actual beginning balances, in addition to the amounts appropriated at the March ballot session. Capital outlays budgeted but not started by year end are reflected in the beginning, but not in the ending, balance.

On a budgetary basis, the Town had a favorable budget variance of \$686 thousand and can be summarized as follows:

Actual revenues and other financing sources were more than budgetary estimates by \$206 thousand. This was primarily due to actual interest and miscellaneous revenue in excess of anticipated amounts.

Actual expenditures were below (favorable) final budgeted amounts by approximately \$480 thousand mainly due to savings realized in general government and public safety functions.

For further detail, a budget to actual comparison for the General Fund can be found on Schedule 1 located on page 43 of the financial statements.

## CAPITAL ASSET AND DEBT ADMINISTRATION

### Capital Assets

The Town's investment in capital assets for its governmental and business-type activities totals \$60.8 million net of depreciation. These assets include land, easements and improvements, buildings and improvements, vehicles and equipment, infrastructure, other intangible assets, and construction in process. The net book value of the Town's capital assets increased \$3.9 million in comparison to the prior year. The Town's net capital assets are summarized by category in Table 3 below.

**Town of Milford**  
**Table 3 - Capital Assets as of December 31, 2022 and 2021**  
 (Net of Depreciation)

	2022			2021		
	Governmental Activities	Business-type Activities	Total Combined	Governmental Activities	Business-type Activities	Total Combined
Land, Easements and Land Improvements	\$ 13,651,118	\$ 417,780	\$ 14,068,898	\$ 13,631,272	\$ 418,877	\$ 14,050,149
Buildings and Building Improvements	7,772,905	7,606,033	15,378,938	8,112,196	8,073,059	16,185,255
Vehicles and Equipment	3,633,854	2,011,423	5,645,277	3,248,927	1,891,188	5,140,115
Infrastructure	7,451,375	11,943,780	19,395,155	6,833,994	11,365,282	18,199,276
Intangible Assets	9,821		9,821	20,812		20,812
Construction in Process	3,576,646	2,695,218	6,271,864	1,975,106	1,334,770	3,309,876
<b>Totals</b>	<b>\$ 36,095,719</b>	<b>\$ 24,674,234</b>	<b>\$ 60,769,953</b>	<b>\$ 33,822,307</b>	<b>\$ 23,083,176</b>	<b>\$ 56,905,483</b>

Additional information on the Town's capital assets can be found on pages 23-24 of the notes to the financial statements of this report.

### Debt Administration

At year-end, the Town had \$12.1 million of total debt outstanding versus \$12.8 million in the prior year. Debt balances decrease as a result of scheduled payments of \$1.7 million and debt issuances of \$1.0 million. Of this amount, \$11.2 million represents general obligation debt backed by the full faith and credit of the Town. The remainder of the Town's debt is comprised of financed purchase obligations with future payments totaling roughly \$855 thousand.

Outstanding debt segregating short and long-term portions are summarized in Table 4 below.

**Town of Milford**  
**Table 4 - Outstanding Debt**  
 December 31, 2022 and 2021

	2022			2021		
	Governmental Activities	Business-type Activities	Total Combined	Governmental Activities	Business-type Activities	Total Combined
General Obligation Debt	\$ 6,241,143	\$ 4,975,117	\$ 11,216,260	\$ 7,088,811	\$ 5,411,154	\$ 12,499,965
Financed Purchase Obligations	854,709	-	854,709	310,637	-	310,637
<b>Total Debt Outstanding</b>	<b>\$ 7,095,852</b>	<b>\$ 4,975,117</b>	<b>\$ 12,070,969</b>	<b>\$ 7,399,448</b>	<b>\$ 5,411,154</b>	<b>\$ 12,810,602</b>
Less current portion:						
Amounts due within one year	(1,071,141)	(606,928)	(1,678,069)	(957,578)	(827,510)	(1,785,088)
<b>Total Long-Term Debt Portion</b>	<b>\$ 6,024,711</b>	<b>\$ 4,368,189</b>	<b>\$ 10,392,900</b>	<b>\$ 6,441,870</b>	<b>\$ 4,583,644</b>	<b>\$ 11,025,514</b>

State statute limits the amount of general obligation debt the Town may issue to 3% of base equalized valuation as calculated by the New Hampshire Department of Revenue. The Town's base equalized valuation as of December

31, 2022 was \$2.7 billion. The Town's outstanding general obligation debt of \$11.2 million is significantly below the state 3% calculated debt limit of \$82.3 million.

### **ECONOMIC FACTORS**

The unemployment rate (not seasonally adjusted) for the Nashua Labor Market Area as of December 31, 2022 was 2.6% and the average unemployment rate for the State of New Hampshire was 2.9% which compared favorably with the national unemployment rate of 3.5%.

*Source: U.S. Bureau of Labor Statistics*

The Consumer Price Index (CPI) change in the Northeast region for the year 2021 was 6.1% in comparison with the national index of 6.5%.

*Source: U.S. Bureau of Labor Statistics*

### **Requests for Information**

This financial report is designed to provide a general overview of the Town's finances for all interested parties. Questions concerning any of the information provided in this report or requests for additional financial information should be addressed to the Finance Director, Town of Milford, 1 Union Square, Milford, NH 03055, or by telephone at (603) 249-0640.



EXHIBIT A  
**TOWN OF MILFORD, NEW HAMPSHIRE**  
**Statement of Net Position**  
**December 31, 2022**

	Governmental Activities	Business-type Activities	Total
ASSETS			
Current Assets:			
Cash and cash equivalents	\$ 3,769,346	\$ 887,556	\$ 4,656,902
Investments	7,629,422		7,629,422
Taxes receivable, net	636,149		636,149
Accounts receivable, net	609,616	338,406	948,022
Unbilled charges for services		648,948	648,948
Due from other governments	362,387	151,731	514,118
Internal balances	209,017	(209,017)	-
Prepaid items	563	213	776
Inventory		137,245	137,245
Total Current Assets	<u>13,216,500</u>	<u>1,955,082</u>	<u>15,171,582</u>
Noncurrent Assets:			
Capital assets:			
Non-depreciable capital assets	16,532,533	3,103,705	19,636,238
Depreciable capital assets, net	19,563,186	21,570,529	41,133,715
Total Noncurrent Assets	<u>36,095,719</u>	<u>24,674,234</u>	<u>60,769,953</u>
Total Assets	<u>49,312,219</u>	<u>26,629,316</u>	<u>75,941,535</u>
DEFERRED OUTFLOWS OF RESOURCES			
Deferred outflows of resources related to OPEB	174,476	26,359	200,835
Deferred outflows of resources related to pension	2,178,261	227,171	2,405,432
Total Deferred Outflows of Resources	<u>2,352,737</u>	<u>253,530</u>	<u>2,606,267</u>
LIABILITIES			
Current Liabilities:			
Accounts payable	590,694	294,879	885,573
Accrued liabilities	464,615	111,584	576,199
Retainage payable		34,566	34,566
Due to other governments	18,961		18,961
Advances from grantors	803,837	292,456	1,096,293
Deposits	34,613	9,171	43,784
Current portion of bonds payable	270,000	245,278	515,278
Current portion of notes payable	578,243	361,650	939,893
Current portion of financed purchase obligations payable	222,898		222,898
Total Current Liabilities	<u>2,983,861</u>	<u>1,349,584</u>	<u>4,333,445</u>
Noncurrent Liabilities:			
Bonds payable	290,000	1,840,173	2,130,173
Notes payable	5,102,900	2,528,016	7,630,916
Financed purchase obligations payable	631,811		631,811
Compensated absences payable	312,247	47,346	359,593
OPEB liability	1,740,737	244,809	1,985,546
Net pension liability	12,429,354	1,296,257	13,725,611
Total Noncurrent Liabilities	<u>20,507,049</u>	<u>5,956,601</u>	<u>26,463,650</u>
Total Liabilities	<u>23,490,910</u>	<u>7,306,185</u>	<u>30,797,095</u>
DEFERRED INFLOWS OF RESOURCES			
Taxes collected in advance	8,731		8,731
Deferred inflows of resources related to OPEB	352,537	59,127	411,664
Deferred inflows of resources related to pension	184,198	19,210	203,408
Total Deferred Inflows of Resources	<u>545,466</u>	<u>78,337</u>	<u>623,803</u>
NET POSITION			
Net investment in capital assets	29,500,590	19,664,551	49,165,141
Restricted	2,270,739		2,270,739
Unrestricted (deficit)	(4,142,749)	(166,227)	(4,308,976)
Total Net Position	<u>\$ 27,628,580</u>	<u>\$ 19,498,324</u>	<u>\$ 47,126,904</u>

*See accompanying notes to the basic financial statements*

EXHIBIT B  
**TOWN OF MILFORD, NEW HAMPSHIRE**  
**Statement of Activities**  
**For the Year Ended December 31, 2022**

Functions/Programs	Expenses	Program Revenues			Net (Expense) Revenue and Changes in Net Position		
		Charges for Services	Operating Grants and Contributions	Capital Grants and Contributions	Governmental Activities	Business-type Activities	Total
<b>Governmental Activities:</b>							
General government	\$ 5,668,421	\$ 34,319			\$ (5,634,102)		\$ (5,634,102)
Public safety	5,916,388	1,244,419	\$ 80,509	\$ 490,439	(4,101,021)		(4,101,021)
Highways and streets	2,231,028		618,549	1,198,344	(414,135)		(414,135)
Sanitation	827,513	199,280	2,990		(625,243)		(625,243)
Health and welfare	203,898				(203,898)		(203,898)
Culture and recreation	1,407,908	126,806	11,461		(1,269,641)		(1,269,641)
Conservation	30,789				(30,789)		(30,789)
Interest and fiscal charges	203,896				(203,896)		(203,896)
Total governmental activities	<u>16,489,841</u>	<u>1,604,824</u>	<u>713,509</u>	<u>1,688,783</u>	<u>(12,482,725)</u>	<u>\$ -</u>	<u>(12,482,725)</u>
<b>Business-type Activities:</b>							
Water Department	2,045,489	1,798,360		410,648		163,519	163,519
Sewer Department	3,054,685	2,645,701		524,040		115,056	115,056
Total business-type activities	<u>5,100,174</u>	<u>4,444,061</u>	<u>-</u>	<u>934,688</u>	<u>-</u>	<u>278,575</u>	<u>278,575</u>
Total primary government	<u>\$ 21,590,015</u>	<u>\$ 6,048,885</u>	<u>\$ 713,509</u>	<u>\$ 2,623,471</u>	<u>(12,482,725)</u>	<u>278,575</u>	<u>(12,204,150)</u>
<b>General revenues:</b>							
Property and other taxes					9,332,705		9,332,705
Licenses and permits					3,486,075		3,486,075
<b>Grants and contributions:</b>							
Rooms and meals tax distribution					1,440,632		1,440,632
Railroad tax					1,270		1,270
State and federal forest land					1,195		1,195
Interest and investment earnings (losses)					(467,900)	2,954	(464,946)
Miscellaneous					838,629	13,374	852,003
Gain on disposal of capital assets					69,890	83,871	153,761
Transfers					(8,904)	8,904	-
Total general revenues, gain on disposal of capital assets, and transfers					<u>14,693,592</u>	<u>109,103</u>	<u>14,802,695</u>
Change in net position					2,210,867	387,678	2,598,545
Net Position at beginning of year					<u>25,417,713</u>	<u>19,110,646</u>	<u>44,528,359</u>
Net Position at end of year					<u>\$ 27,628,580</u>	<u>\$ 19,498,324</u>	<u>\$ 47,126,904</u>

See accompanying notes to the basic financial statements

EXHIBIT C  
**TOWN OF MILFORD, NEW HAMPSHIRE**  
**Balance Sheet**  
**Governmental Funds**  
**December 31, 2022**

	General Fund	Permanent Funds	Special Purpose Funds	Nonmajor Governmental Funds	Total Governmental Funds
ASSETS					
Cash and cash equivalents	\$ 3,769,346				\$ 3,769,346
Investments	5,608,820	\$ 1,967,635		\$ 52,967	7,629,422
Taxes receivable, net	636,149				636,149
Accounts receivable, net	558,223			51,393	609,616
Due from other governments			\$ 229,703	132,684	362,387
Due from other funds	436,118		1,062,057	914,425	2,412,600
Prepaid items	563				563
Total Assets	<u>11,009,219</u>	<u>1,967,635</u>	<u>1,291,760</u>	<u>1,151,469</u>	<u>15,420,083</u>
DEFERRED OUTFLOWS OF RESOURCES					
Total Deferred Outflows of Resources	-	-	-	-	-
Total Assets and Deferred Outflows of Resources	<u>\$ 11,009,219</u>	<u>\$ 1,967,635</u>	<u>\$ 1,291,760</u>	<u>\$ 1,151,469</u>	<u>\$ 15,420,083</u>
LIABILITIES					
Accounts payable	\$ 526,452		\$ 57,689	\$ 6,553	\$ 590,694
Accrued liabilities	390,347			951	391,298
Due to other governments	18,961				18,961
Advances from grantors	520		803,317		803,837
Due to other funds	2,187,063	\$ 16,520			2,203,583
Deposits	34,613				34,613
Total Liabilities	<u>3,157,956</u>	<u>16,520</u>	<u>861,006</u>	<u>7,504</u>	<u>4,042,986</u>
DEFERRED INFLOWS OF RESOURCES					
Taxes collected in advance	8,731				8,731
Uncollected property taxes	493,290				493,290
Total Deferred Inflows of Resources	<u>502,021</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>502,021</u>
FUND BALANCES					
Nonspendable	563	1,851,914			1,852,477
Restricted	266,657	99,201		494,447	860,305
Committed	2,696,374		430,754	649,518	3,776,646
Assigned	168,151				168,151
Unassigned	4,217,497				4,217,497
Total Fund Balances	<u>7,349,242</u>	<u>1,951,115</u>	<u>430,754</u>	<u>1,143,965</u>	<u>10,875,076</u>
Total Liabilities, Deferred Inflows of Resources and Fund Balances	<u>\$ 11,009,219</u>	<u>\$ 1,967,635</u>	<u>\$ 1,291,760</u>	<u>\$ 1,151,469</u>	<u>\$ 15,420,083</u>

*See accompanying notes to the basic financial statements*

EXHIBIT C-1  
**TOWN OF MILFORD, NEW HAMPSHIRE**  
**Reconciliation of the Balance Sheet of Governmental Funds**  
**to the Statement of Net Position**  
**December 31, 2022**

Total Fund Balances - Governmental Funds (Exhibit C)	\$ 10,875,076
Amounts reported for governmental activities in the statement of net position are different because:	
Capital assets used in governmental activities are not financial resources and, therefore, are not reported in the funds.	36,095,719
Property taxes are recognized on an accrual basis in the statement of net position, not the modified accrual basis.	493,290
Deferred outflows of resources and deferred inflows of resources that do not require or provide the use of current financial resources are not reported within the funds.	
Deferred outflows of resources related to OPEB	174,476
Deferred outflows of resources related to net pension liability	2,178,261
Deferred inflows of resources related to OPEB	(352,537)
Deferred inflows of resources related to net pension liability	(184,198)
Long-term liabilities are not due and payable in the current period and, therefore, are not reported in the funds. Long-term liabilities at year end consist of:	
Bonds payable	(560,000)
Notes payable	(5,681,143)
Financed purchase obligations payable	(854,709)
Accrued interest on long-term obligations	(73,317)
Compensated absences payable	(312,247)
OPEB liability	(1,740,737)
Net pension liability	<u>(12,429,354)</u>
Net Position of Governmental Activities (Exhibit A)	<u>\$ 27,628,580</u>

*See accompanying notes to the basic financial statements*

EXHIBIT D  
**TOWN OF MILFORD, NEW HAMPSHIRE**  
**Statement of Revenues, Expenditures and Changes in Fund Balances**  
**Governmental Funds**  
**For the Year Ended December 31, 2022**

	General <u>Fund</u>	Permanent <u>Funds</u>	Special Purpose <u>Funds</u>	Nonmajor Governmental <u>Funds</u>	Total Governmental <u>Funds</u>
Revenues:					
Taxes	\$ 9,253,582				\$ 9,253,582
Licenses and permits	3,486,075				3,486,075
Intergovernmental	1,853,954		\$ 1,191,725	\$ 73,312	3,118,991
Charges for services	1,272,868			331,956	1,604,824
Investment income (loss)	(71,382)	\$ (399,841)		3,323	(467,900)
Miscellaneous	501,923		84,742	251,964	838,629
Total Revenues	<u>16,297,020</u>	<u>(399,841)</u>	<u>1,276,467</u>	<u>660,555</u>	<u>17,834,201</u>
Expenditures:					
Current operations:					
General government	5,637,329	3,588	3,941	181,970	5,826,828
Public safety	5,483,768		578,194	229,176	6,291,138
Highways and streets	2,072,458		280,891		2,353,349
Sanitation	818,045		14,950		832,995
Health and welfare	203,273				203,273
Culture and recreation	1,267,688		2,320	100,208	1,370,216
Conservation	30,077				30,077
Capital outlay	707,552			391,640	1,099,192
Debt service:					
Principal retirement	1,088,729				1,088,729
Interest and fiscal charges	203,247				203,247
Total Expenditures	<u>17,512,166</u>	<u>3,588</u>	<u>880,296</u>	<u>902,994</u>	<u>19,299,044</u>
Excess of revenues over (under) expenditures	<u>(1,215,146)</u>	<u>(403,429)</u>	<u>396,171</u>	<u>(242,439)</u>	<u>(1,464,843)</u>
Other financing sources (uses):					
Financed purchase obligation issuances	785,133				785,133
Transfers in	38,603		31,857	318,328	388,788
Transfers out	(349,885)	(24,363)	(5,930)	(17,514)	(397,692)
Total Other financing sources (uses)	<u>473,851</u>	<u>(24,363)</u>	<u>25,927</u>	<u>300,814</u>	<u>776,229</u>
Net change in fund balances	(741,295)	(427,792)	422,098	58,375	(688,614)
Fund Balances at beginning of year	<u>8,090,537</u>	<u>2,378,907</u>	<u>8,656</u>	<u>1,085,590</u>	<u>11,563,690</u>
Fund Balances at end of year	<u>\$ 7,349,242</u>	<u>\$ 1,951,115</u>	<u>\$ 430,754</u>	<u>\$ 1,143,965</u>	<u>\$ 10,875,076</u>

*See accompanying notes to the basic financial statements*

EXHIBIT D-1  
**TOWN OF MILFORD, NEW HAMPSHIRE**  
**Reconciliation of the Statement of Revenues, Expenditures**  
**and Changes in Fund Balances of Governmental Funds**  
**to the Statement of Activities**  
**For the Year Ended December 31, 2022**

Net Change in Fund Balances - Governmental Funds (Exhibit D) \$ (688,614)

Amounts reported for governmental activities in the statement of activities are different because:

Governmental funds report capital outlays as expenditures. However, in the statement of activities, the cost of those assets is allocated over their estimated useful lives as depreciation expense. Depreciation expense and capital outlays in the current period are as follows:

Capital outlays	3,152,538
Depreciation expense	(1,737,281)

Governmental funds only report the disposal of assets to the extent proceeds are received from the sale. In the statement of activities, a gain or loss is reported for each disposal. This is the amount of the net gain of disposed capital assets reduced by the actual proceeds received from the sale of capital assets.

Net gain on disposal	69,890
----------------------	--------

Revenues in the statement of activities that do not provide current financial resources are not reported as revenues in the funds.

Property taxes	79,123
Donated capital assets	726,398

Issuances of long-term debt are reported as other financing sources in the governmental funds, but debt issuances increase long-term liabilities in the statement of net position. Issuances are as follows:

Financed purchase obligations	(785,133)
-------------------------------	-----------

Repayment of principal on long-term obligations is an expenditure in the governmental funds, but the repayment reduces long-term liabilities in the statement of net position. Repayments are as follows:

Bond principal paid	270,000
Note principal paid	577,668
Financed purchase obligation principal paid	241,061

In the statement of activities, interest is accrued on outstanding long-term debt, whereas in governmental funds, an interest expenditure is reported when due.

(649)
-------

Some expenses reported in the statement of activities, such as compensated absences, do not require the use of current financial resources and, therefore, are not reported as expenditures in the governmental funds.

18,539
--------

Governmental funds report OPEB and pension contributions as expenditures. However, in the statement of activities, OPEB and pension expense reflects the change in the OPEB liability and net pension liability and related deferred outflows and inflows of resources, and does not require the use of current financial resources. This is the amount by which OPEB and pension expense differed from OPEB and pension contributions in the current period.

Net changes in OPEB	36,065
Net changes in pension	<u>251,262</u>

Change in Net Position of Governmental Activities (Exhibit B) \$ 2,210,867

*See accompanying notes to the basic financial statements*

EXHIBIT E  
**TOWN OF MILFORD, NEW HAMPSHIRE**  
**Statement of Net Position**  
**Proprietary Funds**  
**December 31, 2022**

	Business-type Activities		
	Water <u>Fund</u>	Sewer <u>Fund</u>	<u>Totals</u>
<b>ASSETS</b>			
Current Assets:			
Cash and cash equivalents	\$ 403,740	\$ 483,816	\$ 887,556
Accounts receivable	112,962	225,444	338,406
Unbilled charges for services	249,892	399,056	648,948
Due from other governments	57,388	94,343	151,731
Due from other funds	210,581		210,581
Prepaid items	115	98	213
Inventory	<u>59,575</u>	<u>77,670</u>	<u>137,245</u>
Total Current Assets	<u>1,094,253</u>	<u>1,280,427</u>	<u>2,374,680</u>
Noncurrent Assets:			
Capital assets:			
Non-depreciable capital assets	352,094	2,751,611	3,103,705
Depreciable capital assets, net	<u>10,073,022</u>	<u>11,497,507</u>	<u>21,570,529</u>
Total Noncurrent Assets	<u>10,425,116</u>	<u>14,249,118</u>	<u>24,674,234</u>
Total Assets	<u>11,519,369</u>	<u>15,529,545</u>	<u>27,048,914</u>
<b>DEFERRED OUTFLOWS OF RESOURCES</b>			
Deferred outflows of resources related to OPEB	7,399	18,960	26,359
Deferred outflows of resources related to pension	<u>69,360</u>	<u>157,811</u>	<u>227,171</u>
Total Deferred Outflows of Resources	<u>76,759</u>	<u>176,771</u>	<u>253,530</u>
<b>LIABILITIES</b>			
Current Liabilities:			
Accounts payable	115,568	179,311	294,879
Accrued liabilities	36,342	75,242	111,584
Retainage payable		34,566	34,566
Due to other funds		419,598	419,598
Advances from grantors	94,969	197,487	292,456
Deposits	256	8,915	9,171
Current portion of bonds payable	115,000	130,278	245,278
Current portion of notes payable	<u>191,183</u>	<u>170,467</u>	<u>361,650</u>
Total Current Liabilities	<u>553,318</u>	<u>1,215,864</u>	<u>1,769,182</u>
Noncurrent Liabilities:			
Bonds payable	265,000	1,575,173	1,840,173
Notes payable	1,132,937	1,395,079	2,528,016
Compensated absences payable	14,057	33,289	47,346
OPEB liability	69,718	175,091	244,809
Net pension liability	<u>395,773</u>	<u>900,484</u>	<u>1,296,257</u>
Total Noncurrent Liabilities	<u>1,877,485</u>	<u>4,079,116</u>	<u>5,956,601</u>
Total Liabilities	<u>2,430,803</u>	<u>5,294,980</u>	<u>7,725,783</u>
<b>DEFERRED INFLOWS OF RESOURCES</b>			
Deferred inflows of resources related to OPEB	16,276	42,851	59,127
Deferred inflows of resources related to pension	<u>5,865</u>	<u>13,345</u>	<u>19,210</u>
Total Deferred Inflows of Resources	<u>22,141</u>	<u>56,196</u>	<u>78,337</u>
<b>NET POSITION</b>			
Net investment in capital assets	8,720,996	10,943,555	19,664,551
Unrestricted (deficit)	<u>422,188</u>	<u>(588,415)</u>	<u>(166,227)</u>
Total Net Position	<u>\$ 9,143,184</u>	<u>\$ 10,355,140</u>	<u>\$ 19,498,324</u>

*See accompanying notes to the basic financial statements*

EXHIBIT F  
**TOWN OF MILFORD, NEW HAMPSHIRE**  
**Statement of Revenues, Expenses and Changes in Net Position**  
**Proprietary Funds**  
**For the Year Ended December 31, 2022**

	Business-type Activities		
	Water <u>Fund</u>	Sewer <u>Fund</u>	<u>Totals</u>
Operating revenues:			
Charges for services	\$ 1,798,360	\$ 2,645,701	\$ 4,444,061
Miscellaneous	1,624	11,750	13,374
Total Operating revenues	<u>1,799,984</u>	<u>2,657,451</u>	<u>4,457,435</u>
Operating expenses:			
Personnel services	495,290	1,201,247	1,696,537
Contractual services	917,510	662,313	1,579,823
Materials and supplies	225,403	333,518	558,921
Miscellaneous expenses	18,224	30,567	48,791
Depreciation	337,358	759,118	1,096,476
Total Operating expenses	<u>1,993,785</u>	<u>2,986,763</u>	<u>4,980,548</u>
Operating income (loss)	<u>(193,801)</u>	<u>(329,312)</u>	<u>(523,113)</u>
Non-operating revenues (expenses):			
Interest income	2,475	479	2,954
Interest expense	(51,704)	(67,922)	(119,626)
Gain on disposal of capital assets	83,871		83,871
Net Non-operating revenues (expenses)	<u>34,642</u>	<u>(67,443)</u>	<u>(32,801)</u>
Income (Loss) before capital contributions and transfers	(159,159)	(396,755)	(555,914)
Capital contributions	410,648	524,040	934,688
Transfers in		8,904	8,904
Change in net position	251,489	136,189	387,678
Net Position at beginning of year	<u>8,891,695</u>	<u>10,218,951</u>	<u>19,110,646</u>
Net Position at end of year	<u>\$ 9,143,184</u>	<u>\$ 10,355,140</u>	<u>\$ 19,498,324</u>

*See accompanying notes to the basic financial statements*



EXHIBIT G  
**TOWN OF MILFORD, NEW HAMPSHIRE**  
**Statement of Cash Flows**  
**Proprietary Funds**  
**For the Year Ended December 31, 2022**

	Business-type Activities		
	Water Fund	Sewer Fund	Totals
Cash flows from operating activities:			
Cash received from customers	\$ 1,803,487	\$ 2,564,379	\$ 4,367,866
Cash paid to suppliers	(1,105,822)	(1,068,288)	(2,174,110)
Cash paid to employees	(475,825)	(1,040,068)	(1,515,893)
Net cash provided by operating activities	<u>221,840</u>	<u>456,023</u>	<u>677,863</u>
Cash flows from capital and related financing activities:			
Capital contributions	114,993	426,164	541,157
Transfers from other funds		8,904	8,904
Purchases of capital assets	(488,311)	(1,423,593)	(1,911,904)
Proceeds from debt issuances		212,272	212,272
Principal paid on long-term debt	(305,860)	(279,497)	(585,357)
Interest paid on long-term debt	(53,969)	(108,761)	(162,730)
Net cash used for capital and related financing activities	<u>(733,147)</u>	<u>(1,164,511)</u>	<u>(1,897,658)</u>
Cash flows from investing activities:			
Interest on investments	576	479	1,055
Net cash provided by investing activities	<u>576</u>	<u>479</u>	<u>1,055</u>
Net decrease in cash and cash equivalents	(510,731)	(708,009)	(1,218,740)
Cash and cash equivalents at beginning of year	1,125,052	772,227	1,897,279
Cash and cash equivalents at end of year	<u>\$ 614,321</u>	<u>\$ 64,218</u>	<u>\$ 678,539</u>
Reconciliation of operating income (loss) to net cash provided by operating activities:			
Operating income (loss)	\$ (193,801)	\$ (329,312)	\$ (523,113)
Adjustments to reconcile operating income (loss) to net cash provided by operating activities:			
Depreciation expense	337,358	759,118	1,096,476
Change in deferred outflows related to OPEB	2,013	(857)	1,156
Change in deferred outflows related to pension	(9,587)	(36,371)	(45,958)
Change in deferred inflows related to OPEB	14,681	39,773	54,454
Change in deferred inflows related to pension	(85,083)	(171,435)	(256,518)
Changes in assets and liabilities:			
Accounts receivable	10,410	(65,744)	(55,334)
Unbilled charges for services	(4,907)	(1,508)	(6,415)
Due from other governments		(25,820)	(25,820)
Prepaid items	113	149	262
Inventory	(15,554)	(351)	(15,905)
Accounts payable	70,756	(41,688)	29,068
Accrued liabilities	(1,017)	2,962	1,945
Deposits	(2,000)		(2,000)
Compensated absences payable	2,414	(5,871)	(3,457)
OPEB liability	(17,087)	6,739	(10,348)
Net pension liability	113,131	326,239	439,370
Net cash provided by operating activities	<u>\$ 221,840</u>	<u>\$ 456,023</u>	<u>\$ 677,863</u>
Noncash transactions affecting financial position:			
Principal forgiveness on debt	<u>\$ -</u>	<u>\$ 28,501</u>	<u>\$ 28,501</u>
Amortization of bond premium	<u>\$ -</u>	<u>\$ 34,450</u>	<u>\$ 34,450</u>
Donated capital assets	<u>\$ 333,236</u>	<u>\$ 232,097</u>	<u>\$ 565,333</u>
Capital asset additions included in year end liabilities	<u>\$ -</u>	<u>\$ 125,027</u>	<u>\$ 125,027</u>

*See accompanying notes to the basic financial statements*

EXHIBIT H  
**TOWN OF MILFORD, NEW HAMPSHIRE**  
**Statement of Fiduciary Net Position**  
**Fiduciary Funds**  
**December 31, 2022**

	Custodial <u>Funds</u>
ASSETS	
Cash and cash equivalents	\$ 14,340,792
Investments	5,990,455
Taxes receivable	818,658
Accounts receivable	<u>50,000</u>
Total Assets	<u>21,199,905</u>
LIABILITIES	
Accounts payable	97
Due to other governments	<u>15,028,945</u>
Total Liabilities	<u>15,029,042</u>
NET POSITION	
Restricted for:	
Individuals, organizations, and other governments	<u>6,170,863</u>
Total Net Position	<u><u>\$ 6,170,863</u></u>

*See accompanying notes to the basic financial statements*

EXHIBIT I  
**TOWN OF MILFORD, NEW HAMPSHIRE**  
**Statement of Changes in Fiduciary Net Position**  
**Fiduciary Funds**  
**For the Year Ended December 31, 2022**

	Custodial Funds
ADDITIONS:	
Contributions:	
Miscellaneous	\$ 99,586
Total Contributions	<u>99,586</u>
Investment earnings:	
Investment income	135,565
Realized gains on investments	406,631
Net decrease in the fair value of investments	<u>(1,691,241)</u>
Total Investment earnings (losses)	<u>(1,149,045)</u>
Less: Investment expense	<u>(53,898)</u>
Net Investment earnings (losses)	<u>(1,202,943)</u>
Property tax collections for other governments	33,667,146
Motor vehicle fee collections for other governments	<u>1,074,977</u>
Total Additions	<u>33,638,766</u>
DEDUCTIONS:	
Beneficiary payments to individuals	7,017
Beneficiary payments to other governments	65,656
Payments of property tax collections to other governments	33,667,146
Payments of motor vehicle fee collections to other governments	<u>1,074,977</u>
Total Deductions	<u>34,814,796</u>
Change in net position	(1,176,030)
Net Position at the beginning of year	<u>7,346,893</u>
Net Position at the end of year	<u>\$ 6,170,863</u>

*See accompanying notes to the basic financial statements*

**TOWN OF MILFORD, NEW HAMPSHIRE**  
**NOTES TO BASIC FINANCIAL STATEMENTS**  
For the Year Ended December 31, 2022

**NOTE 1—SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

The accounting policies of the Town of Milford, New Hampshire conform to accounting policies generally accepted in the United States of America for local governmental units, except as indicated hereinafter. The following is a summary of significant accounting policies.

***Financial Reporting Entity***

The Town of Milford, New Hampshire (the Town) was incorporated in 1794. The Town operates under the Town Meeting/Board of Selectmen form of government and performs local governmental functions as authorized by State law.

The financial statements include those of the various departments governed by the Board of Selectmen and other officials with financial responsibility. The Town has no other separate organizational units, which meet criteria for inclusion in the financial statements as defined by the Governmental Accounting Standards Board (GASB).

***Basis of Presentation***

The Town's basic financial statements consist of government-wide statements, including a statement of net position and a statement of activities, and fund financial statements which provide a more detailed level of financial information.

**1. Government-Wide Financial Statements:**

The statement of net position and the statement of activities display information about the Town as a whole. These statements include the financial activities of the primary government, except for fiduciary funds.

The statement of net position presents the financial condition of the governmental and business-type activities of the Town at year end. The statement of activities presents a comparison between direct expenses and program revenues for each program or function of the Town's governmental and business-type activities. Direct expenses are those that are specifically associated with a service, program or department and therefore clearly identifiable to a particular function. Program revenues include charges paid by the recipient of the goods or services offered by the program, grants and contributions that are restricted to meeting the operational or capital requirements of a particular program and interest earned on grants that is required to be used to support a particular program. Revenues which are not classified as program revenues are presented as general revenues of the Town. The comparison of direct expenses with program revenues identifies the extent to which each governmental function is self-financing or draws from the general revenues of the Town.

**2. Fund Financial Statements:**

During the year, the Town segregates transactions related to certain Town functions or activities in separate funds in order to aid financial management and to demonstrate legal compliance. Fund financial statements are designed to present financial information of the Town at this more detailed level. The focus of governmental and proprietary fund financial statements is on major funds. Each major fund is

**TOWN OF MILFORD, NEW HAMPSHIRE**  
**NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)**  
For the Year Ended December 31, 2022

presented in a separate column. Nonmajor funds are aggregated and presented in a single column. The fiduciary funds are reported by type.

***Fund Accounting***

The Town uses funds to maintain its financial records during the year. A fund is defined as a fiscal and accounting entity with a self-balancing set of accounts. The Town employs the use of three categories of funds: governmental, proprietary and fiduciary.

**1. Governmental Funds:**

Governmental funds are those through which most governmental functions typically are financed. Governmental fund reporting focuses on the sources, uses and balances of current financial resources. Expendable assets are assigned to the various governmental funds according to the purposes for which they may or must be used. Current liabilities are assigned to the fund from which they will be paid. The difference between governmental fund assets and deferred outflows of resources, and liabilities and deferred inflows of resources, is reported as fund balance. The following are the Town's major governmental funds:

The *General Fund* is the main operating fund of the Town and is used to account for all financial resources except those required to be accounted for in another fund.

The *Permanent Funds* account for the financial transactions related to resources that are legally restricted to the extent that only earnings and not principal may be used for purposes that support the Town's programs.

The *Special Purpose Funds* account for the financial resources related to various projects funded through donations and federal and state grants.

**2. Proprietary Funds:**

Proprietary fund reporting focuses on the determination of operating income, changes in net position, financial position and cash flows. Proprietary funds are classified as enterprise or internal service. The Town has no internal service funds. The following are the Town's major proprietary funds:

The *Water Fund* and *Sewer Fund* account for all revenues and expenses pertaining to the Town's water and wastewater operations, respectively. The Water and Sewer Funds are utilized to account for operations that are financed and operated in a manner similar to private business enterprises. The stated intent is that the cost (i.e. expenses including depreciation) of providing goods or services to the residents on a continuing basis are financed or recovered primarily through user charges.

**3. Fiduciary Funds:**

Fiduciary fund reporting focuses on net position and changes in net position. The fiduciary fund category is comprised solely of custodial funds. Custodial funds are held and administered by the Town for the benefit of others; therefore, custodial funds assets are not available to support the Town. The Town's custodial funds consist of property taxes collected on behalf of the Milford School District and Hillsborough County, motor vehicle fees collected on behalf of the State of New Hampshire, and capital

**TOWN OF MILFORD, NEW HAMPSHIRE**  
**NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)**  
For the Year Ended December 31, 2022

reserve and private trust funds of the Milford School District, which are held by the Town as required by State law. Other custodial funds consist of developer's escrow and performance deposits.

***Measurement Focus***

**1. Government-Wide Financial Statements:**

The government-wide financial statements are prepared using the economic resources measurement focus. All assets, deferred outflows of resources, liabilities, and deferred inflows of resources associated with the operation of the Town are included on the Statement of Net Position.

**2. Fund Financial Statements:**

All governmental funds are accounted for using a flow of current financial resources measurement focus. With this measurement focus, only current assets, deferred outflows of resources, current liabilities, and deferred inflows of resources generally are included on the balance sheet. The statement of revenues, expenditures and changes in fund balances reports on the sources (i.e., revenues and other financing sources) and uses (i.e., expenditures and other financing uses) of current financial resources. This approach differs from the manner in which the governmental activities of the government-wide financial statements are prepared. Governmental fund financial statements therefore include a reconciliation with brief explanations to better identify the relationship between the government-wide statements and the statements for governmental funds.

Like the government-wide statements, the proprietary fund type is accounted for on a flow of economic resources measurement focus. All assets, deferred outflows of resources, liabilities, and deferred inflows of resources associated with the operation of these funds are included on the statement of net position. The statement of revenues, expenses and changes in net position presents increases (i.e., revenues) and decreases (i.e., expenses) in total net position. The statement of cash flows provides information about how the Town finances and meets the cash flow needs of its proprietary activities.

The fiduciary funds are reported using the economic resources measurement focus.

***Basis of Accounting***

Basis of accounting determines when transactions are recorded in the financial records and reported on the financial statements. Government-wide financial statements, proprietary and fiduciary funds are prepared using the accrual basis of accounting. Governmental funds use the modified accrual basis of accounting. Differences in the accrual and the modified accrual basis of accounting arise in the recognition of revenue and in the presentation of expenses versus expenditures.

**1. Revenues – Exchange and Non-Exchange Transactions:**

Revenue resulting from exchange transactions, in which each party gives and receives essentially equal value, is recorded on the accrual basis when the exchange takes place. On a modified accrual basis, revenue is recorded in the year in which the resources are measurable and become available. Available means that the resources will be collected within the current year or are expected to be collected soon enough thereafter to be used to pay liabilities of the current year. For the Town, available means expected to be received within sixty days of year end.

**TOWN OF MILFORD, NEW HAMPSHIRE**  
**NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)**  
For the Year Ended December 31, 2022

Non-exchange transactions, in which the Town receives value without directly giving equal value in return, include property taxes, grants, entitlements and donations. On an accrual basis, revenue from property taxes is recognized in the year for which the taxes are levied (see Note 10). Revenue from grants, entitlements and donations is recognized in the year in which all eligibility requirements have been satisfied. Eligibility requirements include timing requirements, which specify the year when the resources are required to be used or the year when use is first permitted; matching requirements, in which the Town must provide local resources to be used for a specified purpose; and expenditure requirements, in which the resources are provided to the Town on a reimbursement basis. On a modified accrual basis, revenue from non-exchange transactions must also be available before it can be recognized.

Under the modified accrual basis, the following revenue sources are considered to be both measurable and available at year end: property taxes, charges for services and interest on investments.

Licenses and permits and miscellaneous revenues are recorded as revenues when received in cash because they are generally not measurable until actually received.

Grants and entitlements received before the eligibility requirements are met are recorded as advances from grantors. On governmental fund financial statements, property taxes receivable that will not be collected within the available period have been reported as deferred inflows of resources.

**2. Expenses/Expenditures:**

On the accrual basis of accounting, expenses are recognized at the time they are incurred. The measurement focus of governmental fund accounting is on decreases in net financial resources (expenditures) rather than expenses. Expenditures are generally recognized in the accounting period in which the related fund liability is incurred, if measurable. Allocations of cost, such as depreciation and amortization are not recognized in governmental funds.

***Budgetary Data***

The Town's budget represents functional appropriations as authorized by annual or special Town meetings. The Selectmen may transfer funds between operating categories as they deem necessary. The Town adopts its budget under State regulations, which differ somewhat from accounting principles generally accepted in the United States of America in that the focus is on the entire governmental unit rather than on the basis of fund types.

State law requires balanced budgets but permits the use of beginning fund balance to reduce the property tax rate. For the year ended December 31, 2022, the Town applied \$750,000 of its unappropriated fund balance to reduce taxes.

***Cash and Cash Equivalents***

The Town pools its cash resources for its governmental and proprietary funds. Cash applicable to a particular fund is reflected as an interfund balance. For the purpose of the Statement of Cash Flows, cash and cash equivalents consist of the following:

**TOWN OF MILFORD, NEW HAMPSHIRE**  
**NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)**  
For the Year Ended December 31, 2022

	Water <u>Fund</u>	Sewer <u>Fund</u>	<u>Totals</u>
Cash and cash equivalents	\$ 403,740	\$ 483,816	\$ 887,556
Due from/ (to) other funds	<u>210,581</u>	<u>(419,598)</u>	<u>(209,017)</u>
Total cash and cash equivalents	<u>\$ 614,321</u>	<u>\$ 64,218</u>	<u>\$ 678,539</u>

***Investments***

Investments are stated at their fair value in all funds. Certificates of deposit and repurchase agreements with a maturity of greater than ninety days from the date of issuance are included in investments.

***Taxes Receivable***

Taxes levied during the current year and prior and uncollected at December 31, 2022 are recorded as receivables net of reserves for estimated uncollectibles of \$184,961 in the General Fund.

***Accounts Receivable***

Ambulance services billed during the current year and prior and uncollected at December 31, 2022 are recorded as receivables net of reserves for estimated uncollectibles of \$192,212 in the General Fund.

***Inventory***

On government-wide and proprietary fund financial statements, inventories are presented at the lower of cost or market on a first-in, first-out basis and are expensed when used.

***Capital Assets***

General capital assets result from expenditures in the governmental funds. These assets are reported in the government-wide statement of net position but are not reported in the governmental fund financial statements. In the government-wide financial statements, capital assets are reported in the applicable governmental or business-type activities column.

All capital assets including infrastructure are capitalized at cost (or estimated historical cost) and updated for additions and retirements during the year. Donated capital assets are recorded at their acquisition value as of the date received. The Town maintains a capitalization threshold of \$10,000. The Town's infrastructure consists of roads, bridges, sidewalks, water purification and distribution systems, sewer collection and treatment systems, and similar items. Intangible assets of the Town consist of conservation land easements which are reported as non-depreciable capital assets, and software costs which are reported as depreciable capital assets. Improvements are capitalized; the costs of normal maintenance and repairs that do not add to the value of the asset or materially extend an asset's life are not.

All reported capital assets except for land, certain intangible assets and construction in process are depreciated. Improvements are depreciated over the remaining useful lives of the related capital assets. Useful lives for infrastructure were estimated based on the Town's historical records of necessary improvements and replacement. Depreciation is computed using the straight-line method over the following useful lives:



**TOWN OF MILFORD, NEW HAMPSHIRE**  
**NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)**  
For the Year Ended December 31, 2022

	<u>Description</u>	<u>Years</u>
	Infrastructure	10-75
	Land improvements	10-20
	Buildings and improvements	10-50
	Vehicles and equipment	3-50
	Intangible assets	5

***Compensated Absences***

Employees earn vacation and sick leave as they provide services. Provision is made in the annual budget for vacation and sick leave. Pursuant to Town personnel policy and collective bargaining agreements, employees may accumulate (subject to certain limitations) unused vacation pay earned and, upon retirement, resignation or death will be compensated for such amounts at current rates of pay. No payment for unused sick leave is made upon termination.

For governmental fund financial statements, compensated absences are reported as liabilities and expenditures as payments come due each period upon the occurrence of employee death or retirement. The entire compensated absence liability is reported on the government-wide and proprietary fund financial statements.

***Bond Premiums***

Bond premiums are amortized as a component of interest expense over the life of the related bond using the effective interest rate method. Bonds payable are reported in the accompanying financial statements gross of any applicable unamortized bond premium.

***Accrued Liabilities and Long-Term Obligations***

All payables, accrued liabilities, and long-term obligations are reported in the government-wide financial statements. In general, governmental fund payables and accrued liabilities that, once incurred, are paid in a timely manner and in full from current resources are reported as obligations of the funds. However, compensated absences that will be paid from governmental funds are reported as liabilities in the fund financial statements only to the extent that they are due for payment during the current year. General obligation debt and other long-term obligations that will be paid from governmental funds are recognized as a liability in the fund financial statements when due.

***Postemployment Benefits Other Than Pensions (OPEB)***

For purposes of measuring the net OPEB liability, deferred outflows of resources and deferred inflows of resources related to OPEB, and OPEB expense, information about the fiduciary net position of the New Hampshire Retirement System (NHRS) OPEB Plan and additions to/deductions from NHRS's fiduciary net position have been determined on the same basis as they are reported by NHRS. For this purpose, NHRS recognizes benefit payments when due and payable in accordance with the benefit terms. Investments are reported at fair value, except for non-registered commingled funds valued at net asset value (NAV) as a practical expedient to estimate fair value.

**TOWN OF MILFORD, NEW HAMPSHIRE**  
**NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)**  
For the Year Ended December 31, 2022

***Pensions***

For purposes of measuring the net pension liability, deferred outflows of resources and deferred inflows of resources related to pensions, and pension expense, information about the fiduciary net position of the New Hampshire Retirement System (NHRS) and additions to/deductions from NHRS's fiduciary net position have been determined on the same basis as they are reported by NHRS. For this purpose, benefit payments (including refunds of employee contributions) are recognized when due and payable in accordance with the benefit terms.

***Net Position***

Net position represents the difference between assets and deferred outflows of resources, and liabilities and deferred inflows of resources. Net investment in capital assets consists of capital assets, net of accumulated depreciation, reduced by the outstanding balances on any borrowings used for the acquisition, construction or improvement of those assets. Net position is reported as restricted when there are limitations imposed on their use either through the enabling legislation adopted by the Town or through external restrictions imposed by creditors, grantors or laws or regulations of other governments. Unrestricted net position is the residual amount of the assets, deferred outflows of resources, liabilities and deferred inflows of resources that are not included in the determination of net investment in capital assets or the restricted components of net position.

The Town's policy is to first apply restricted resources when an expense is incurred for purposes for which both restricted and unrestricted net position is available.

***Fund Balance Policy***

The Town has segregated fund balance into five classifications: Nonspendable, Restricted, Committed, Assigned, and Unassigned. The components of fund balance are defined as follows:

- ***Nonspendable Fund Balance***: Amounts that are not in a spendable form or are required to be maintained intact.
- ***Restricted Fund Balance***: Amounts that can only be spent for the specific purposes stipulated by external resource providers or enabling legislation. Restrictions may be changed or lifted only with the consent of the resource providers or in enabling legislation.
- ***Committed Fund Balance***: Amounts that can be used only for the specific purposes determined by a formal action of the Town's highest level of decision making authority (the annual Town Meeting). Commitments may be changed or lifted only by the governing body taking the same formal action that imposed the constraint originally. The governing body's action must either be approved or rescinded, as applicable, prior to the last day of the year for which the commitment is made. The amount subject to the constraint may be determined in the subsequent period.
- ***Assigned Fund Balance***: Amounts the Town intends to use for a specific purpose. For all governmental funds other than the General Fund, any remaining positive amounts are to be classified as assigned. The Selectmen expressly delegate the authority to assign amounts to be used for specific purposes to the Town Administrator.
- ***Unassigned Fund Balance***: Amounts that are not obligated or specifically designated and are available for any purpose. The residual classification of any General Fund balance is to be reported here. Any deficit balance of another governmental fund is also classified as unassigned.

**TOWN OF MILFORD, NEW HAMPSHIRE**  
**NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)**  
For the Year Ended December 31, 2022

*Spending Prioritizations*

When expenditures are incurred for purposes for which both restricted and unrestricted fund balance is available, restricted fund balance is considered to have been spent first.

When expenditures are incurred for purposes for which amounts in any of the unrestricted fund balance classifications can be used, committed amounts should be reduced first, followed by assigned amounts and then unassigned amounts.

*Deficit Fund Balance*

At year end, if any of the special revenue funds has a deficit unassigned fund balance, the Board of Selectmen is authorized to transfer funds from the General Fund to cover the deficit, providing the General Fund has the resources to do so.

*Minimum Level of Unassigned Fund Balance*

As recommended by the New Hampshire Department of Revenue Administration, the Town will strive to maintain an unassigned fund balance in its General Fund equal to 5-15% of the total annual appropriations of the community (which includes the Town, County, and School District).

***Interfund Activity***

Transfers between governmental and business-type activities on the government-wide statements are reported in the same manner as general revenues.

Exchange transactions between funds are reported as revenues in the seller funds and as expenditures/expenses in the purchaser funds. Flows of cash or goods from one fund to another without a requirement for repayment are reported as interfund transfers. Interfund transfers are reported as other financing sources/uses in governmental funds and after non-operating revenues/expenses in the proprietary funds. Repayments from funds responsible for particular expenditures/expenses to the funds that initially paid for them are not presented in the financial statements.

***Operating Revenues and Expenses***

Operating revenues are those revenues that are generated directly from the primary activity of the proprietary funds. For the Water and Sewer Funds, these revenues are charges to customers for sales and services. Operating expenses, which include depreciation on capital assets, are necessary costs incurred to provide the service that is the primary activity of the proprietary fund. All revenues and expenses not meeting this definition are reported as non-operating revenues and expenses.

***Estimates***

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America require management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results may differ from those estimates.

**TOWN OF MILFORD, NEW HAMPSHIRE**  
**NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)**  
For the Year Ended December 31, 2022

**NOTE 2—DEPOSITS AND INVESTMENTS**

Deposits and investments as of December 31, 2022 are classified in the accompanying financial statements as follows:

Statement of Net Position:	
Cash and cash equivalents	\$ 4,656,902
Investments	7,629,422
Statement of Fiduciary Net Position:	
Cash and cash equivalents	14,340,792
Investments	<u>5,990,455</u>
Total deposits and investments	<u>\$ 32,617,571</u>

Deposits and investments at December 31, 2022 consist of the following:

Cash on hand	\$ 22,090
Deposits with financial institutions	4,765,318
Investments	<u>27,830,163</u>
Total deposits and investments	<u>\$ 32,617,571</u>

The Town's investment policy for governmental and proprietary funds requires that deposits be made in federally insured banks chartered under the laws of the State of New Hampshire or the federal government with a branch within the State of New Hampshire. The Town limits its investments in accordance with New Hampshire State law (RSA 41:29) to United States Treasury securities maturing in less than one year, short-term obligations of U.S. Government agencies, fully insured or collateralized certificates of deposits in banks incorporated in the State of New Hampshire or national banks located in the State of New Hampshire, repurchase agreements with banks chartered by the State of New Hampshire and fully collateralized, and the New Hampshire Public Deposit Investment Pool (NHPDIP), an external investment pool.

Responsibility for the investments of the Town's Trust Funds is with the Board of Trustees. The Trustees of Trust Funds have employed professional banking assistance in accordance with New Hampshire State law (RSA 31:38a). Investments of the library funds are at the discretion of the Library Trustees.

***Interest Rate Risk***

Interest rate risk is the risk that changes in market interest rates will adversely affect the fair value of an investment. Generally, the longer the maturity of an investment, the greater the sensitivity of its fair value to changes in market interest rates. The Town's investment policy for managing interest rate risk requires investment maturities to be scheduled to coincide with projected cash flow needs, taking into account large routine expenditures, as well as anticipated revenue inflows. Information about the sensitivity of the fair values of the Town's investments subject to market interest rate fluctuations is provided by the following table that shows the distribution of investments by maturity:

**TOWN OF MILFORD, NEW HAMPSHIRE**  
**NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)**  
For the Year Ended December 31, 2022

<u>Investment Type</u>	<u>Fair Value</u>	<u>Remaining Maturity (in Years)</u>		
		<u>0-1 Years</u>	<u>1-5 Years</u>	<u>&gt; 5 Years</u>
US Treasury obligations	\$ 96,828	\$ 48,781	\$ 48,047	
Corporate bonds	96,592		96,592	
	<u>\$ 193,420</u>	<u>\$ 48,781</u>	<u>\$ 144,639</u>	<u>\$ -</u>

***Credit Risk***

Generally, credit risk is the risk that an issuer of an investment will not fulfill its obligation to the holder of the investment. This is measured by the assignment of a rating by a nationally recognized statistical rating organization. The Town's investment policy states that the Town's objective is to attain the highest possible rate of return while taking into account the legal constraints, cash flow needs and risk levels consistent with the primary objective of capital preservation. The following are the actual ratings as of year-end for each investment type:

<u>Ratings as of Year End</u>	<u>Investment Type</u>				<u>Totals</u>
	<u>Corporate bonds</u>	<u>Money market funds</u>	<u>Mutual funds</u>	<u>State investment pool</u>	
Aaa	\$ 47,838			\$ 18,427,829	\$ 18,475,667
Baa2	48,754				48,754
Not Rated		\$ 462,196	\$ 5,163,397		5,625,593
Fair Value	<u>\$ 96,592</u>	<u>\$ 462,196</u>	<u>\$ 5,163,397</u>	<u>\$ 18,427,829</u>	<u>\$ 24,150,014</u>

***Custodial Credit Risk***

Custodial credit risk for deposits is the risk that in the event of a bank failure, the Town's deposits may not be returned. The custodial credit risk for investments is the risk that, in the event of the failure of the counterparty to a transaction, a government will not be able to recover the value of its investment or collateral securities that are in the possession of another party. The Town's investment policy for assurance against custodial credit risk requires that all investment and depository instruments not covered by federal depository insurance be collateralized.

Of the Town's deposits with financial institutions at year end, \$1,915,829 was collateralized by securities held by the bank in the bank's name. As of December 31, 2022, Town investments in the following investment types were held by the same counterparty that was used to buy the securities:

<u>Investment Type</u>	<u>Reported Amount</u>
US Treasury obligations	\$ 96,828
Equity securities	3,583,321
Corporate bonds	96,592
Mutual funds	5,163,397
	<u>\$ 8,940,138</u>

**TOWN OF MILFORD, NEW HAMPSHIRE**  
**NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)**  
For the Year Ended December 31, 2022

***Fair Value Measurement of Investments***

The Town categorizes the fair value measurements of its investments within the fair value hierarchy established by accounting principles generally accepted in the United States. The fair value hierarchy categorizes the inputs to valuation techniques used for fair value measurement into three levels as follows (in order of priority):

- Level 1 Inputs - Inputs that reflect quoted prices (unadjusted) in active markets for identical assets or liabilities that the Town has the ability to access at the measurement date.
- Level 2 Inputs - Inputs other than quoted prices that are observable for assets or liabilities either directly or indirectly, including inputs in markets that are not considered to be active.
- Level 3 Inputs - Significant unobservable inputs.

As of December 31, 2022, the Town’s investments measured at fair value, by type, were as follows:

<u>Investment Type</u>	<u>Fair Value Measurements Using:</u>			<u>Total</u>
	<u>Level 1</u> <u>inputs</u>	<u>Level 2</u> <u>inputs</u>	<u>Level 3</u> <u>inputs</u>	
Equity securities	\$ 3,583,321			\$ 3,583,321
Mutual funds	5,163,397			5,163,397
US Treasury obligations		\$ 96,828		96,828
Corporate bonds		96,592		96,592
	<u>\$ 8,746,718</u>	<u>\$ 193,420</u>	<u>\$ -</u>	<u>\$ 8,940,138</u>

Equity securities and mutual funds classified as Level 1 are valued using unadjusted prices quoted in active markets for those securities. US Treasury obligations and corporate bonds classified as Level 2 are valued using either a bid evaluation or a matrix pricing technique. Bid evaluations may include market quotations, yields, maturities, call features, and ratings. Matrix pricing is used to value securities based on the securities relationship to bench-mark quoted prices.

Investments that are measured at fair value using the net asset value per share (or its equivalent) as a practical expedient are not classified in the fair value hierarchy.

***Investment in NHPDIP (State investment pool)***

The Town is a voluntary participant in the New Hampshire Public Deposit Investment Pool (NHPDIP), an external investment pool. The NHPDIP is not registered with the United States Securities and Exchange Commission as an investment company. The NHPDIP was created by state law and is administered by a public body of state, local and banking officials. Financial statements for the NHPDIP can be accessed through the NHPDIP’s website at [www.NHPDIP.com](http://www.NHPDIP.com).

The Town’s exposure to derivatives is indirect through its participation in the NHPDIP. The Town’s proportional share of these derivatives is not available. The fair value of the position in the investment pool is equal to the value of the pool shares.

**TOWN OF MILFORD, NEW HAMPSHIRE**  
**NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)**  
For the Year Ended December 31, 2022

**NOTE 3—CAPITAL ASSETS**

The following is a summary of changes in capital assets of the governmental activities:

	<u>Balance</u> 1/1/2022	<u>Additions</u>	<u>Reductions</u>	<u>Balance</u> 12/31/2022
<b>Governmental activities:</b>				
Capital assets not depreciated:				
Land	\$ 12,727,571	\$ 97,267		\$ 12,824,838
Easements	131,049			131,049
Construction in process	1,975,106	1,601,540		3,576,646
Total capital assets not being depreciated	<u>14,833,726</u>	<u>1,698,807</u>	<u>\$ -</u>	<u>16,532,533</u>
Other capital assets:				
Infrastructure	12,887,469	1,252,244		14,139,713
Land improvements	2,701,258			2,701,258
Buildings and improvements	13,659,040			13,659,040
Vehicles and equipment	10,128,355	1,116,977	(181,563)	11,063,769
Intangible assets	312,929			312,929
Total other capital assets at historical cost	<u>39,689,051</u>	<u>2,369,221</u>	<u>(181,563)</u>	<u>41,876,709</u>
Less accumulated depreciation for:				
Infrastructure	(6,053,475)	(634,863)		(6,688,338)
Land improvements	(1,928,606)	(77,421)		(2,006,027)
Buildings and improvements	(5,546,844)	(339,291)		(5,886,135)
Vehicles and equipment	(6,879,428)	(674,715)	124,228	(7,429,915)
Intangible assets	(292,117)	(10,991)		(303,108)
Total accumulated depreciation	<u>(20,700,470)</u>	<u>(1,737,281)</u>	<u>124,228</u>	<u>(22,313,523)</u>
Total other capital assets, net	<u>18,988,581</u>	<u>631,940</u>	<u>(57,335)</u>	<u>19,563,186</u>
Total capital assets, net	<u>\$ 33,822,307</u>	<u>\$ 2,330,747</u>	<u>\$ (57,335)</u>	<u>\$ 36,095,719</u>

Depreciation expense was charged to governmental functions as follows:

General government	\$ 156,042
Public safety	618,224
Highways and streets	871,908
Sanitation	7,628
Culture and recreation	83,479
Total governmental activities depreciation expense	<u>\$ 1,737,281</u>

**TOWN OF MILFORD, NEW HAMPSHIRE**  
**NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)**  
For the Year Ended December 31, 2022

The following is a summary of changes in capital assets of the business-type activities:

	Balance <u>1/1/2022</u>	<u>Additions</u>	<u>Reductions</u>	Balance <u>12/31/2022</u>
<b>Business-type activities:</b>				
Capital assets not depreciated:				
Land	\$ 353,851			\$ 353,851
Easements	54,636			54,636
Construction in process	1,334,770	\$ 1,394,576	\$ (34,128)	2,695,218
Total capital assets not being depreciated	<u>1,743,257</u>	<u>1,394,576</u>	<u>(34,128)</u>	<u>3,103,705</u>
Other capital assets:				
Infrastructure	18,113,920	906,548		19,020,468
Land improvements	56,757			56,757
Buildings and improvements	24,795,975	88,521		24,884,496
Vehicles and equipment	4,373,017	332,017	(128,204)	4,576,830
Total other capital assets at historical cost	<u>47,339,669</u>	<u>1,327,086</u>	<u>(128,204)</u>	<u>48,538,551</u>
Less accumulated depreciation for:				
Infrastructure	(6,748,638)	(328,050)		(7,076,688)
Land improvements	(46,367)	(1,097)		(47,464)
Buildings and improvements	(16,722,916)	(555,547)		(17,278,463)
Vehicles and equipment	(2,481,829)	(211,782)	128,204	(2,565,407)
Total accumulated depreciation	<u>(25,999,750)</u>	<u>(1,096,476)</u>	<u>128,204</u>	<u>(26,968,022)</u>
Total other capital assets, net	<u>21,339,919</u>	<u>230,610</u>	<u>-</u>	<u>21,570,529</u>
Total capital assets, net	<u>\$ 23,083,176</u>	<u>\$ 1,625,186</u>	<u>\$ (34,128)</u>	<u>\$ 24,674,234</u>

Depreciation expense was charged to proprietary funds as follows:

Water Fund	\$ 337,358
Sewer Fund	759,118
	<u>\$ 1,096,476</u>

**NOTE 4—LONG-TERM OBLIGATIONS**

The changes in the Town's long-term obligations for the year ended December 31, 2022 are as follows:

	Balance <u>1/1/2022</u>	<u>Additions</u>	<u>Reductions</u>	Balance <u>12/31/2022</u>	Due Within <u>One Year</u>
<b>Governmental activities:</b>					
Bonds payable	\$ 830,000		\$ (270,000)	\$ 560,000	\$ 270,000
Notes payable - direct borrowings	6,258,811		(577,668)	5,681,143	578,243
Financed purchase obligations payable	310,637	\$ 785,133	(241,061)	854,709	222,898
Compensated absences payable	330,786	63,043	(81,582)	312,247	
Total governmental activities	<u>\$ 7,730,234</u>	<u>\$ 848,176</u>	<u>\$ (1,170,311)</u>	<u>\$ 7,408,099</u>	<u>\$ 1,071,141</u>



**TOWN OF MILFORD, NEW HAMPSHIRE**  
**NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)**  
For the Year Ended December 31, 2022

**Business-type activities:**

Bonds payable	\$ 2,109,928		\$ (242,152)	\$ 1,867,776	\$ 245,278
Unamortized bond premium	<u>252,125</u>		<u>(34,450)</u>	<u>217,675</u>	
Total Bonds payable	2,362,053	\$ -	(276,602)	2,085,451	245,278
Notes payable - direct borrowings	3,027,022	205,850	(343,206)	2,889,666	361,650
State of New Hampshire revolving loan	22,079	6,422	(28,501)	-	
Compensated absences payable	<u>50,803</u>	<u>16,171</u>	<u>(19,628)</u>	<u>47,346</u>	
Total business-type activities	<u>\$ 5,461,957</u>	<u>\$ 228,443</u>	<u>\$ (667,937)</u>	<u>\$ 5,022,463</u>	<u>\$ 606,928</u>

Payments on the bonds payable, notes payable and financed purchase obligations of the governmental activities are paid out of the General Fund. Payments on the bonds payable and notes payable of the business-type activities are paid out of the Water and Sewer Funds, as applicable to each fund for related debt. Amortization of the bond premium of the business-type activities is recognized as a component of interest expense in the Sewer Fund on the Statement of Revenues, Expenses and Changes in Net Position – Proprietary Funds (Exhibit F). Compensated absences will be paid from the fund where the employee’s salary is paid.

**General Obligation Bonds**

Bonds payable at December 31, 2022 are comprised of the following individual issues:

	Interest Rate	Final Maturity Date	Balance at <u>12/31/2022</u>
<b>Governmental Activities:</b>			
Police Station	3.70-4.50%	09/2024	\$ 300,000
Mileslip Road Land	4.50%	08/2025	<u>260,000</u>
Total governmental activities			<u>\$ 560,000</u>
<b>Business-type Activities:</b>			
<i>Water Fund:</i>			
Storage Tank	4.0-4.2%	08/2025	\$ 240,000
Elm Street Phase I	4.0-5.0%	08/2026	<u>140,000</u>
			<u>380,000</u>
<i>Sewer Fund:</i>			
Outfall Diffuser	4.0-5.0%	08/2026	60,000
Septage Receiving Facility	2.72%	12/2032	302,776
Secondary Clarifiers	1.49%	08/2036	<u>1,125,000</u>
			1,487,776
			<u>217,675</u>
			<u>1,705,451</u>
Total business-type activities			<u>\$ 2,085,451</u>

Debt service requirements to retire general obligation bonds outstanding for governmental activities at December 31, 2022 are as follows:

**TOWN OF MILFORD, NEW HAMPSHIRE**  
**NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)**  
For the Year Ended December 31, 2022

Year Ending <u>December 31,</u>	<u>Principal</u>	<u>Interest</u>	<u>Totals</u>
2023	\$ 270,000	\$ 24,270	\$ 294,270
2024	270,000	12,630	282,630
2025	20,000	840	20,840
	<u>\$ 560,000</u>	<u>\$ 37,740</u>	<u>\$ 597,740</u>

Debt service requirements to retire general obligation bonds outstanding for business-type activities at December 31, 2022 are as follows:

***Water Fund:***

Year Ending <u>December 31,</u>	<u>Principal</u>	<u>Interest</u>	<u>Totals</u>
2023	\$ 115,000	\$ 14,394	\$ 129,394
2024	115,000	9,415	124,415
2025	115,000	5,110	120,110
2026	35,000	1,383	36,383
	<u>\$ 380,000</u>	<u>\$ 30,302</u>	<u>\$ 410,302</u>

***Sewer Fund:***

Year Ending <u>December 31,</u>	<u>Principal</u>	<u>Interest</u>	<u>Totals</u>
2023	\$ 130,278	\$ 61,859	\$ 192,137
2024	125,278	56,007	181,285
2025	125,278	50,698	175,976
2026	125,278	45,637	170,915
2027	110,278	40,141	150,419
2028-2032	551,386	127,153	678,539
2033-2036	320,000	25,600	345,600
Subtotal Bonds Payable	1,487,776	407,095	1,894,871
Add: <i>Unamortized bond premium</i>	217,675		217,675
	<u>\$ 1,705,451</u>	<u>\$ 407,095</u>	<u>\$ 2,112,546</u>

***Notes Payable – Direct Borrowings***

Notes payable at December 31, 2022 are comprised of the following individual issues:

**TOWN OF MILFORD, NEW HAMPSHIRE**  
**NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)**  
For the Year Ended December 31, 2022

	Interest	Final	Balance at	Collateral
	<u>Rate</u>	<u>Date</u>	<u>12/31/2022</u>	<u>Pledged</u>
<b>Governmental Activities:</b>				
Ambulance Facility	2.88%	01/2034	\$ 1,197,050	N/A
Fire Station Expansion	3.25%	07/2039	2,965,850	N/A
HVAC System	2.80%	07/2029	315,000	N/A
Road Note	2.80%	07/2029	1,144,000	N/A
Stormwater Video Inspection	2.00%	03/2024	59,243	N/A
Total governmental activities			<u>\$ 5,681,143</u>	
<b>Business-type Activities:</b>				
<i>Water Fund:</i>				
Curtis Well	2.35%	01/2026	\$ 103,250	N/A
Union Street Water Main	2.35%	01/2026	46,483	N/A
West Elm Street Water Main	2.35%	01/2026	277,200	N/A
Water Main	3.25%	07/2039	61,037	N/A
Dram Cup Storage	1.64%	01/2025	836,149	N/A
			<u>1,324,119</u>	
<i>Sewer Fund:</i>				
Sanitary Sewer Rehab	2.35%	01/2026	94,500	N/A
UV Disinfection System	3.25%	07/2039	193,848	N/A
Back-up Generator	2.80%	07/2029	709,452	N/A
Dewatering	2.00%	03/2030	361,897	N/A
Collection System Capacity	2.80%	03/2032	205,850	N/A
			<u>1,565,547</u>	
Total business-type activities			<u>\$ 2,889,666</u>	

Notes payable from direct borrowings include provisions that in the event the Town defaults on the note for any reason, the holder may demand immediate payment of all principal and accrued unpaid interest. The ambulance facility note payable from direct borrowing includes a provision that upon default the interest rate shall increase to 18%.

Debt service requirements to retire the general obligation notes outstanding for governmental activities at December 31, 2022 are as follows:

Year Ending December 31,	<u>Principal</u>	<u>Interest</u>	<u>Totals</u>
2023	\$ 578,243	\$ 146,157	\$ 724,400
2024	578,830	132,000	710,830
2025	548,915	117,832	666,747
2026	548,915	104,261	653,176
2027	548,915	90,691	639,606
2028-2032	1,753,575	283,430	2,037,005
2033-2037	1,056,125	88,946	1,145,071
2038-2039	67,625	1,792	69,417
	<u>\$ 5,681,143</u>	<u>\$ 965,109</u>	<u>\$ 6,646,252</u>

**TOWN OF MILFORD, NEW HAMPSHIRE**  
**NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)**  
For the Year Ended December 31, 2022

Debt service requirements to retire the general obligation notes outstanding for business-type activities at December 31, 2022 are as follows:

***Water Fund:***

<u>Year Ending December 31,</u>	<u>Principal</u>	<u>Interest</u>	<u>Totals</u>
2023	\$ 191,183	\$ 38,206	\$ 229,389
2024	191,510	33,413	224,923
2025	191,843	28,616	220,459
2026	110,176	23,096	133,272
2027	49,185	16,944	66,129
2028-2032	245,926	87,919	333,845
2033-2037	245,926	47,956	293,882
2038-2039	98,370	9,591	107,961
	<u>\$ 1,324,119</u>	<u>\$ 285,741</u>	<u>\$ 1,609,860</u>

***Sewer Fund:***

<u>Year Ending December 31,</u>	<u>Principal</u>	<u>Interest</u>	<u>Totals</u>
2023	\$ 170,467	\$ 38,191	\$ 208,658
2024	170,975	34,191	205,166
2025	171,497	30,176	201,673
2026	158,533	25,989	184,522
2027	145,584	22,421	168,005
2028-2032	501,223	66,500	567,723
2033-2037	231,092	20,515	251,607
2038	16,176	429	16,605
	<u>\$ 1,565,547</u>	<u>\$ 238,412</u>	<u>\$ 1,803,959</u>

***Financed Purchase Obligations***

Financed purchase obligations represent lease agreements entered into for the financing of equipment acquisitions. These contracts are subject to cancellation should funds not be appropriated to meet payment obligations. Amounts are annually budgeted in the applicable function.

The following are the individual financed purchase obligations outstanding for governmental activities at December 31, 2022:

**TOWN OF MILFORD, NEW HAMPSHIRE**  
**NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)**  
For the Year Ended December 31, 2022

	<u>Interest</u> <u>Rate</u>	<u>Final</u> <u>Maturity</u> <u>Date</u>	<u>Balance at</u> <u>12/31/2022</u>
<b>Governmental Activities:</b>			
International Dump Truck	2.53%	09/2023	\$ 35,598
Sidewalk Snowblower	2.53%	09/2023	30,940
Ambulance	1.55%	09/2025	134,189
Snow Plow	3.25%	07/2026	140,199
Fire Truck	3.25%	07/2028	513,783
			<u>\$ 854,709</u>

Debt service requirements to retire financed purchase obligations outstanding for governmental activities at December 31, 2022 are as follows:

<u>Year Ending</u> <u>December 31,</u>	<u>Principal</u>	<u>Interest</u>	<u>Totals</u>
2023	\$ 222,898	\$ 25,025	\$ 247,923
2024	160,694	19,007	179,701
2025	165,157	14,544	179,701
2026	123,630	9,951	133,581
2027	89,707	5,928	95,635
2028	92,623	3,012	95,635
	<u>\$ 854,709</u>	<u>\$ 77,467</u>	<u>\$ 932,176</u>

**NOTE 5—OTHER POSTEMPLOYMENT BENEFITS**

***Total OPEB Liabilities, Deferred Outflows of Resources, Deferred Inflows of Resources and OPEB Expense***

	<u>Deferred</u> <u>Outflows</u>	<u>OPEB</u> <u>Liability</u>	<u>Deferred</u> <u>Inflows</u>	<u>OPEB</u> <u>Expense</u>
Cost-Sharing Multiple Employer Plan	\$ 50,558	\$ 820,801		\$ 52,828
Single Employer Plan	<u>150,277</u>	<u>1,164,745</u>	<u>\$ 411,664</u>	<u>97,777</u>
Total	<u>\$ 200,835</u>	<u>\$ 1,985,546</u>	<u>\$ 411,664</u>	<u>\$ 150,605</u>

The net amount of deferred outflows of resources and deferred inflows of resources related to OPEB is reflected as a decrease to unrestricted net position in the amount of \$210,829.

**COST-SHARING MULTIPLE EMPLOYER PLAN**

***Plan Description***

The New Hampshire Retirement System (NHRS) administers a cost-sharing multiple-employer other postemployment benefit plan (OPEB Plan). The OPEB Plan provides a medical insurance subsidy to qualified retired members.

**TOWN OF MILFORD, NEW HAMPSHIRE**  
**NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)**  
For the Year Ended December 31, 2022

The NHRS issues a publicly available financial report that includes financial statements and required supplementary information for NHRS. That report may be obtained by writing to New Hampshire Retirement System at 54 Regional Drive, Concord, New Hampshire 03301 or from their website at [www.nhrs.org](http://www.nhrs.org).

The OPEB Plan is divided into four membership types. The four membership types are Group II Police Officer and Firefighters, Group I Teachers, Group I Political Subdivision Employees, and Group I State Employees. The OPEB plan is closed to new entrants.

***Benefits Provided***

Benefit amounts and eligibility requirements for the OPEB Plan are set by state law (RSA 100-A:52, RSA 100-A:52-a and RSA 100-A:52-b), and members are designated in statute by type. The medical insurance subsidy is a payment made by NHRS to the former employer or its insurance administrator toward the cost of health insurance for a qualified retiree, his/her qualified spouse, and his/her certified dependent children with a disability who are living in the household and being cared for by the retiree. If the health insurance premium amount is less than the medical subsidy amount, then only the health insurance premium amount will be paid. If the health insurance premium amount exceeds the medical subsidy amount, then the retiree or other qualified person is responsible for paying any portion that the employer does not pay.

Group I benefits are based on creditable service, age and retirement date. Group II benefits are based on hire date, age and creditable service. Medical subsidy rates established by RSA 100-A:52 II are dependent upon whether retirees are eligible for Medicare. Retirees not eligible for Medicare may receive a maximum medical subsidy of \$375.56 for a single person plan and \$751.12 for a two-person plan. Retirees eligible for Medicare may receive a maximum medical subsidy of \$236.84 for a single person plan and \$473.68 for a two-person plan.

***Funding Policy***

Per RSA-100-A:16, contribution rates are established and may be amended by the New Hampshire State legislature and are determined by the NHRS Board of Trustees based on an actuarial valuation. The Town's contribution rates for the covered payroll of general employees and public safety employees were 0.31% and 3.21%, respectively, for the year ended December 31, 2022. Contributions to the OPEB plan for the Town were \$92,695 for the year ended December 31, 2022. Employees are not required to contribute to the OPEB plan.

***OPEB Liabilities, OPEB Expense, and Deferred Outflows of Resources and Deferred Inflows of Resources Related to OPEB***

At December 31, 2022, the Town reported a liability of \$820,801 for its proportionate share of the net OPEB liability. The net OPEB liability was measured as of June 30, 2022, and the total OPEB liability used to calculate the net OPEB liability was determined by a roll forward of the actuarial valuation from June 30, 2021. The Town's proportion of the net OPEB liability was based on actual contributions by the Town during the relevant fiscal year relative to the actual contributions of all participating plan members, excluding contributions to separately finance specific liabilities of individual employers or NHRS. At June 30, 2022, the Town's proportion was approximately 0.2172 percent, which was an increase of approximately 0.0059 percentage points from its proportion measured as of June 30, 2021.

**TOWN OF MILFORD, NEW HAMPSHIRE**  
**NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)**

For the Year Ended December 31, 2022

For the year ended December 31, 2022, the Town recognized OPEB expense of \$52,828. At December 31, 2022, the Town reported deferred outflows of resources and deferred inflows of resources related to OPEB from the following sources:

	Deferred Outflows of <u>Resources</u>	Deferred Inflows of <u>Resources</u>
Net difference between projected and actual investment earnings on OPEB plan investments	\$ 2,243	
Town contributions subsequent to the measurement date	<u>48,315</u>	
Totals	<u>\$ 50,558</u>	<u>\$ -</u>

The Town reported \$48,315 as deferred outflows of resources related to OPEB resulting from Town contributions subsequent to the measurement date. This amount will be recognized as a reduction of the net OPEB liability in the measurement period ended June 30, 2023. Other amounts reported as deferred outflows of resources and deferred inflows of resources related to OPEB will be recognized in OPEB expense for the measurement periods as follows:

<u>June 30,</u>	
2023	\$ 373
2024	97
2025	(882)
2026	<u>2,655</u>
	<u>\$ 2,243</u>

***Actuarial Assumptions***

The total OPEB liability was determined by a roll forward of the actuarial valuation as of June 30, 2021, using the following actuarial assumptions, applied to all periods included in the measurement, unless otherwise specified:

Inflation	2.00%
Wage inflation	2.75% (2.25% for Teachers)
Salary increases	5.40%, average, including inflation
Investment rate of return	6.75% per year, net of OPEB plan investment expense, including inflation for determining solvency contributions

Mortality rates were based on the Pub-2010 Healthy Retiree Mortality Tables with credibility adjustments for each group (Police and Fire combined) and projected fully generational mortality improvements using Scale MP-2019.

The actuarial assumptions used in the June 30, 2021 valuation were based on the results of the most recent actuarial experience study, which was for the period July 1, 2015 – June 30, 2019.

**TOWN OF MILFORD, NEW HAMPSHIRE**  
**NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)**  
For the Year Ended December 31, 2022

The long-term expected rate of return on OPEB Plan investments was selected from a best estimate range determined using the building block approach. Under this method, an expected future real return range is calculated separately for each asset class. These ranges are combined to produce the long-term expected rate of return by weighting the expected future real rates of return net of investment expenses by the target asset allocation percentage and by adding expected inflation. Following is a table presenting target allocations and geometric real rates of return for each asset class:

<u>Asset Class</u>	<u>Target Allocation</u>	<u>Weighted Average Long-Term Expected Real Rate of Return</u>
Public Equity	50%	7.60-7.90%
Private Market Equity	20%	6.60-8.85%
Private Debt	5%	7.25%
Fixed Income	<u>25%</u>	3.60%
Total	<u>100%</u>	

The discount rate used to measure the collective total OPEB liability as of June 30, 2022 was 6.75%. The projection of cash flows used to determine this single discount rate assumed that employer contributions will be made under the current statutes RSA 100-A:16 and RSA 100-A:53. Based on those assumptions, the OPEB Plan’s fiduciary net position was projected to make all projected future benefit payments of current plan members. Therefore, the long-term expected rate of return on OPEB Plan investments was applied to all periods of projected benefit payments to determine the collective total OPEB liability.

***Sensitivity of the Town’s Proportionate Share of the Net OPEB Liability to Changes in the Discount Rate***

The following presents the Town’s proportionate share of the net OPEB liability calculated using the discount rate of 6.75 percent, as well as what the Town’s proportionate share of the net OPEB liability would be if it were calculated using a discount rate that is 1-percentage-point lower or 1-percentage-point higher than the single discount rate:

	<u>1% Decrease</u>	<u>Current</u>	<u>1% Increase</u>
Net OPEB liability	\$ 891,119	\$ 820,801	\$ 759,559

**SINGLE EMPLOYER PLAN**

***Plan Description***

The Town of Milford, New Hampshire administers the retiree health care benefits program, a single employer defined benefits plan that is used to provide postemployment benefits other than pensions (OPEB) for all permanent full-time employees. No assets are accumulated in a trust that meets the criteria in paragraph 4 of Statement 75.

***Benefits Provided***

Employees of the Town and their dependents are eligible for postemployment medical insurance based on the eligibility requirements under the New Hampshire Retirement System. Group I members hired before July 1, 2011 are eligible for benefits after (1) attaining age 60 or (2) attaining age 50 with 10 or more



**TOWN OF MILFORD, NEW HAMPSHIRE**  
**NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)**  
For the Year Ended December 31, 2022

years of service or (3) age plus service is at least 70 with 20 or more years of service. Group I members hired on or after July 1, 2011 are eligible after attaining age 65 or attaining age 60 with 30 years or more of service. Group II members hired before July 1, 2011 must attain age 60, or meet one of the following eligibility criteria; members vested prior to January 1, 2012 must attain age 45 with 20 years of service, members not vested as of January 1, 2012 must attain age 46 with 21 years of service. Group II members hired on or after July 1, 2011 are eligible after attaining age 60 or attaining age 52.5 with 25 years of service.

Benefits are provided through the Town, and the full cost of benefits is paid by retirees. The benefits, benefit levels, employee contributions and employer contributions are governed by RSA 100-A:50.

***Employees Covered By Benefit Terms***

At December 31, 2022, plan membership consisted of the following:

Inactive employees or beneficiaries currently receiving benefits	7
Active employees	<u>109</u>
	<u><u>116</u></u>

***Total OPEB Liability***

The Town’s total OPEB liability of \$1,164,745 was measured as of December 31, 2022 and was determined by an actuarial valuation as of January 1, 2022.

***Actuarial Assumptions and Other Inputs for OPEB***

The total OPEB liability in the January 1, 2022 valuation was determined using the following actuarial assumptions and other inputs, applied to all periods included in the measurement, unless otherwise specified:

Inflation rate	2.40%
Discount rate	3.72%
Healthcare cost trend rates	7.50% for 2022, decreasing 0.60% per year to 5.70%, then grading to an ultimate trend rate of 3.90%, reached in 2075

The discount rate reflects a tax-exempt, high quality municipal bond rate. The municipal bond rate was based on the Bond Buyer’s 20-Bond GO Index published on December 31, 2022.

The pre-retirement mortality rates used the PubG-2010 headcount-weighted Employee General Mortality Tables, projected with generational mortality improvements using scale MP-2019. The post-retirement mortality rates used 101% of the PubG-2010 headcount-weighted Retiree General Mortality Tables, projected with fully generational mortality improvements using scale MP-2019.

**TOWN OF MILFORD, NEW HAMPSHIRE**  
**NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)**  
For the Year Ended December 31, 2022

***Changes in the Total OPEB Liability***

	Total OPEB <u>Liability</u>
Balance at December 31, 2021	\$ 1,541,914
Changes for the year:	
Service cost	95,006
Interest	33,219
Changes of assumptions or other inputs	(188,938)
Differences between expected and actual experience	(267,743)
Benefit payments	(48,713)
Net changes	<u>(377,169)</u>
Balance at December 31, 2022	<u>\$ 1,164,745</u>

Changes of assumptions and other inputs reflect a change in the discount rate from 2.06% at December 31, 2021 to 3.72% at December 31, 2022. Inflation rates were updated from 2.20% at December 31, 2021 to 2.40% at December 31, 2022. In addition, healthcare trend rates for 2022 were updated to begin at current levels.

***Sensitivity of the Total OPEB Liability to Changes in the Discount Rate***

The following presents the total OPEB liability of the Town, as well as what the Town's total OPEB liability would be if it were calculated using a discount rate that is 1-percentage-point lower or 1-percentage-point higher than the current discount rate:

	<u>1% Decrease</u>	<u>Current</u>	<u>1% Increase</u>
Total OPEB liability	\$ 1,281,933	\$ 1,164,745	\$ 1,061,381

***Sensitivity of the Total OPEB Liability to Changes in the Healthcare Cost Trend Rate***

The following presents the total OPEB liability of the Town, as well as what the Town's total OPEB liability would be if it were calculated using healthcare cost trend rates that are 1-percentage-point lower (6.5 percent decreasing to 2.9 percent) or 1-percentage-point higher (8.5 percent decreasing to 4.9 percent) than the current healthcare cost trend rate:

	<u>1% Decrease</u>	<u>Current</u>	<u>1% Increase</u>
Total OPEB liability	\$ 1,032,692	\$ 1,164,745	\$ 1,322,017

***OPEB Expense and Deferred Outflows of Resources and Deferred Inflows of Resources Related to OPEB***

For the year ended December 31, 2022, the Town recognized OPEB expense of \$97,777. At December 31, 2022, the Town reported deferred outflows of resources and deferred inflows of resources related to OPEB from the following sources:

**TOWN OF MILFORD, NEW HAMPSHIRE**  
**NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)**  
For the Year Ended December 31, 2022

	Deferred Outflows of <u>Resources</u>	Deferred Inflows of <u>Resources</u>
Differences between expected and actual experience	\$ 3,356	\$ 229,219
Changes of assumptions	<u>146,921</u>	<u>182,445</u>
Totals	<u>\$ 150,277</u>	<u>\$ 411,664</u>

Amounts reported as deferred outflows of resources and deferred inflows of resources related to OPEB will be recognized in OPEB expense as follows:

<u>December 31,</u>	
2023	\$ (30,448)
2024	(29,808)
2025	(21,233)
2026	(53,434)
2027	(64,037)
Thereafter	<u>(62,427)</u>
	<u>\$ (261,387)</u>

**NOTE 6—DEFINED BENEFIT PENSION PLAN**

***Plan Description***

The Town contributes to the New Hampshire Retirement System (NHRS), a public employee retirement system that administers a single cost-sharing multiple-employer defined benefit pension plan. The plan provides service, disability, death and vested retirement allowances to plan members and beneficiaries. Benefit provisions are established and may be amended by the New Hampshire State legislature.

The NHRS issues a publicly available financial report that includes financial statements and required supplementary information for NHRS. That report may be obtained by writing to New Hampshire Retirement System, 54 Regional Drive, Concord, New Hampshire 03301, or from their website at [www.nhrs.org](http://www.nhrs.org).

Substantially all full-time state and local employees, public school teachers, permanent firefighters and permanent police officers within the State are eligible and required to participate in the Pension Plan.

The Pension Plan is divided into two membership groups. State and local employees and teachers belong to Group I. Police and firefighters belong to Group II.

***Benefits Provided***

Benefit formulas and eligibility requirements for the pension plan are set by State law (RSA 100-A).

Group I benefits are provided based on creditable service and average final salary for the highest of either three or five years, depending on when service commenced.

**TOWN OF MILFORD, NEW HAMPSHIRE**  
**NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)**  
For the Year Ended December 31, 2022

Group II benefits are provided based on age, years of creditable service and a benefit multiplier depending on vesting status as of January 1, 2012. The maximum retirement allowance for Group II members vested by January 1, 2012 (45 years of age with 20 years of service or age 60 regardless of years of creditable service) is the average final compensation multiplied by 2.5% multiplied by creditable service. For Group II members not vested by January 1, 2012 the benefit is calculated the same way but the multiplier used in the calculation will change depending on age and years of creditable service as follows:

Years of Creditable Service as of <u>January 1, 2012</u>	<u>Minimum Age</u>	<u>Minimum Service</u>	<u>Benefit Multiplier</u>
At least 8 but less than 10 years	46	21	2.4%
At least 6 but less than 8 years	47	22	2.3%
At least 4 but less than 6 years	48	23	2.2%
Less than 4 years	49	24	2.1%

***Funding Policy***

Covered police officers and firefighters are required to contribute 11.55% and 11.80%, respectively, of their covered salary, whereas general employees are required to contribute 7.0% of their covered salary. The Town is required to contribute at an actuarially determined rate. The Town's contribution rates for the covered payroll of police officers, firefighters, and general employees were 30.67%, 29.78%, and 13.75%, respectively, for the year ending December 31, 2022. The Town contributed 100% of the employer cost for police officers, firefighters, and general employees of the Town.

Per RSA-100:16, plan member contribution rates are established and may be amended by the New Hampshire State legislature and employer contribution rates are determined by the NHRS Board of Trustees based on an actuarial valuation. The Town's pension contributions to the NHRS for the year ending December 31, 2022 were \$1,413,622.

***Pension Liabilities, Pension Expense, and Deferred Outflows of Resources and Deferred Inflows of Resources Related to Pensions***

At December 31, 2022, the Town reported a liability of \$13,725,611 for its proportionate share of the net pension liability. The net pension liability was measured as of June 30, 2022, and the total pension liability used to calculate the net pension liability was determined by a roll forward of the actuarial valuation from June 30, 2021. The Town's proportion of the net pension liability was based on actual contributions by the Town during the relevant fiscal year relative to the actual contributions of all participating plan members, excluding contributions to separately finance specific liabilities of individual employers or NHRS. At June 30, 2022, the Town's proportion was approximately 0.2393 percent, which was an increase of approximately 0.0028 percentage points from its proportion measured as of June 30, 2021.

For the year ended December 31, 2022, the Town recognized pension expense of \$1,299,255. At December 31, 2022 the Town reported deferred outflows of resources and deferred inflows of resources related to pension from the following sources:

**TOWN OF MILFORD, NEW HAMPSHIRE**  
**NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)**  
For the Year Ended December 31, 2022

	Deferred Outflows of <u>Resources</u>	Deferred Inflows of <u>Resources</u>
Differences between expected and actual experience	\$ 257,605	\$ 52,690
Changes of assumptions	730,093	
Net difference between projected and actual investment earnings on pension plan investments	520,183	
Changes in proportion and differences between Town contributions and proportionate share of contributions	170,784	150,718
Town contributions subsequent to the measurement date	<u>726,767</u>	
Totals	<u>\$ 2,405,432</u>	<u>\$ 203,408</u>

The net amount of deferred outflows of resources and deferred inflows of resources related to pension is reflected as an increase to unrestricted net position in the amount of \$2,202,024. The Town reported \$726,767 as deferred outflows of resources related to pension resulting from Town contributions subsequent to the measurement date. This amount will be recognized as a reduction of the net pension liability in the measurement period ended June 30, 2023. Other amounts reported as deferred outflows of resources and deferred inflows of resources related to pension will be recognized as pension expense in the measurement periods as follows:

<u>June 30,</u>	
2023	\$ 554,887
2024	440,071
2025	(260,959)
2026	<u>741,258</u>
	<u>\$ 1,475,257</u>

***Actuarial Assumptions***

The total pension liability was determined by a roll forward of the actuarial valuation as of June 30, 2021, using the following actuarial assumptions:

Inflation	2.00%
Wage inflation	2.75% (2.25% for Teachers)
Salary increases	5.40%, average, including inflation
Investment rate of return	6.75%, net of pension plan investment expense, including inflation

Mortality rates were based on the Pub-2010 Healthy Retiree Mortality Tables with credibility adjustments for each group (Police and Fire combined) and projected fully generational mortality improvements using Scale MP-2019.

**TOWN OF MILFORD, NEW HAMPSHIRE**  
**NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)**  
For the Year Ended December 31, 2022

The actuarial assumptions used in the June 30, 2021 valuation were based on the results of the most recent actuarial experience study, which was for the period July 1, 2015 – June 30, 2019.

The long-term expected rate of return on pension plan investments was selected from a best estimate range determined using the building block approach. Under this method, an expected future real return range is calculated separately for each asset class. These ranges are combined to produce the long-term expected rate of return by weighting the expected future real rates of return net of investment expenses by the target asset allocation percentage and by adding expected inflation. Following is a table presenting target allocations and geometric real rates of return for each asset class:

<u>Asset Class</u>	<u>Target Allocation</u>	<u>Weighted Average Long-Term Expected Real Rate of Return</u>
Public Equity	50%	7.60-7.90%
Private Market Equity	20%	6.60-8.85%
Private Debt	5%	7.25%
Fixed Income	25%	3.60%
Total	<u>100%</u>	

***Discount Rate***

The discount rate used to measure the collective pension liability as of June 30, 2022 was 6.75%. The projection of cash flows used to determine the discount rate assumed that plan member contributions will be made at the current contribution rate and that employer contributions will be made at rates equal to the difference between actuarially determined contribution rates and the member rate. For purposes of the projection, member contributions and employer contributions are projected based on the expected payroll of current members only. Based on those assumptions, the pension plan's fiduciary net position was projected to be available to make all projected future benefit payments of current plan members. Therefore, the long-term expected rate of return on pension plan investments was applied to all periods of projected benefit payments to determine the collective pension liability.

***Sensitivity of the Town's Proportionate Share of the Net Pension Liability to Changes in the Discount Rate***

The following presents the Town's proportionate share of the net pension liability calculated using the discount rate of 6.75 percent, as well as what the Town's proportionate share of the net pension liability would be if it were calculated using a discount rate that is 1-percentage-point lower or 1-percentage-point higher than the single discount rate:

	<u>1% Decrease</u>	<u>Current</u>	<u>1% Increase</u>
Net pension liability	\$ 18,416,310	\$ 13,725,611	\$ 9,825,729

**NOTE 7—INTERFUND BALANCES AND TRANSFERS**

The Town has combined the cash resources of its governmental and proprietary fund types. For accounting and reporting purposes, that portion of the pooled cash balance is reported in the specific fund as an interfund balance. Interfund balances at December 31, 2022 are as follows:

**TOWN OF MILFORD, NEW HAMPSHIRE**  
**NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)**  
For the Year Ended December 31, 2022

		Due from			
		General	Permanent	Sewer	
		<u>Fund</u>	<u>Funds</u>	<u>Fund</u>	<u>Totals</u>
Due to	General Fund		\$ 16,520	\$ 419,598	\$ 436,118
	Special Purpose Funds	\$ 1,062,057			1,062,057
	Nonmajor Governmental Funds	914,425			914,425
	Water Fund	210,581			210,581
		<u>\$ 2,187,063</u>	<u>\$ 16,520</u>	<u>\$ 419,598</u>	<u>\$ 2,623,181</u>

During the year, several interfund transactions occurred between funds. The various transfers were made in accordance with budgetary authorizations. Interfund transfers for the year ended December 31, 2022 are as follows:

		Transfer from				
		General	Permanent	Special	Nonmajor	
		<u>Fund</u>	<u>Funds</u>	<u>Purpose</u>	<u>Governmental</u>	<u>Totals</u>
				<u>Funds</u>	<u>Funds</u>	
Transfer to	General Fund		\$ 24,363	\$ 5,930	\$ 8,310	\$ 38,603
	Special Purposes Funds	\$ 31,557			300	31,857
	Nonmajor Governmental Funds	318,328				318,328
	Sewer Fund				8,904	8,904
		<u>\$ 349,885</u>	<u>\$ 24,363</u>	<u>\$ 5,930</u>	<u>\$ 17,514</u>	<u>\$ 397,692</u>

**NOTE 8—RESTRICTED NET POSITION**

Net position of governmental activities is restricted for specific purposes at December 31, 2022 as follows:

Permanent Funds - Principal	\$ 1,851,914
Permanent Funds - Income	99,201
Vietnam Memorial	48,294
Hutchinson Singers Memorial	4,673
Heritage Commission donations	11,285
Conservation Commission donations	111,501
Library Funds	143,871
	<u>\$ 2,270,739</u>

**NOTE 9—COMPONENTS OF FUND BALANCE**

The components of fund balance for governmental funds at December 31, 2022 are as follows:

**TOWN OF MILFORD, NEW HAMPSHIRE**  
**NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)**  
For the Year Ended December 31, 2022

<u>Fund Balances</u>	<u>General Fund</u>	<u>Permanent Funds</u>	<u>Special Purpose Funds</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
<b><i>Nonspendable:</i></b>					
Prepaid items	\$ 563				\$ 563
Permanent Funds - Principal		\$ 1,851,914			1,851,914
<b><i>Restricted for:</i></b>					
Heritage Commission donations	11,285				11,285
Conservation Commission donations	111,501				111,501
Library Funds	143,871				143,871
Permanent Funds - Income		99,201			99,201
Capital Projects Fund				\$ 441,480	441,480
Vietnam memorial				48,294	48,294
Hutchinson singers				4,673	4,673
<b><i>Committed for:</i></b>					
Continuing appropriations - Non-lapsing	301,989				301,989
Expendable Trust Funds	1,391,278				1,391,278
Capital Reserve Funds	893,793				893,793
Conservation Commission	109,314				109,314
Impact Fees Fund				43,281	43,281
Recreation Fund				53,698	53,698
Special Purpose Funds			\$ 430,754		430,754
Public Safety Revolving Fund				197,954	197,954
Cable Access Fund				339,300	339,300
Granite Town Rail Revolving Fund				15,285	15,285
<b><i>Assigned for:</i></b>					
Encumbrances	167,151				167,151
Heritage Commission	1,000				1,000
<b><i>Unassigned:</i></b>					
Unassigned - General operations	4,217,497				4,217,497
	<u>\$ 7,349,242</u>	<u>\$ 1,951,115</u>	<u>\$ 430,754</u>	<u>\$ 1,143,965</u>	<u>\$ 10,875,076</u>

**NOTE 10—PROPERTY TAXES**

Taxes are levied on the assessed valuation of all taxable real property as of the prior April 1<sup>st</sup> (\$2,070,556,070 as of April 1, 2022) and are due in two installments on July 1, 2022 and December 2, 2022. Taxes paid after the due dates accrue interest at 8% per annum. Property taxes are recognized as revenue on the modified accrual basis of accounting when received in cash or if available to finance current period operations (within sixty days of year-end).

Under State law, the Tax Collector obtains tax liens on properties which have unpaid taxes in the following calendar year after taxes were due for the amount of unpaid taxes, interest and costs. Priority tax liens obtained prior to April 1, 2019 accrue interest at 18% per annum. Priority tax liens obtained after April 1, 2019 accrue interest at 14% per annum. If the property is not redeemed within a two-year redemption period, the property may be tax dedeed to the Town.



**TOWN OF MILFORD, NEW HAMPSHIRE**  
**NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)**  
For the Year Ended December 31, 2022

In accordance with State law, the Town collects taxes for the Milford School District and Hillsborough County, both independent governmental units, which are remitted to them as required by law. The Town also collects State of New Hampshire Education taxes, which are remitted directly to the School District. Total taxes appropriated during the year were \$31,758,637 and \$1,908,509 for the Milford School District and Hillsborough County, respectively. These taxes are recognized in the financial statements within the fiduciary funds only. The Town bears responsibility for uncollected taxes.

**NOTE 11—RISK MANAGEMENT**

The Town is exposed to various risks of losses related to torts; theft of, damage to, and destruction of assets; errors and omissions; injuries to employees; and natural disasters. During the year ended December 31, 2022, the Town was a member of and participated in a public entity risk pool (Trust) for property and liability insurance and worker's compensation coverage. Coverage has not been significantly reduced from the prior year and settled claims have not exceeded coverage in any of the past three years.

The Trust agreements permit the Trust to make additional assessments to members should there be a deficiency in Trust assets to meet its liabilities. Accounting principles generally accepted in the United States of America require members of pools with a sharing of risk to determine whether or not such assessment is probable and, if so, a reasonable estimate of such assessment. At this time, the Trust foresees no likelihood of an additional assessment for any of the past years. Claims expenditures and liabilities are reported when it is probable that a loss has occurred and the amount of that loss can be reasonably estimated. These losses include an estimate of claims that have been incurred but not reported. Based on the best available information there is no liability at December 31, 2022.

***Property and Liability Insurance***

The Trust provides certain property and liability insurance coverage to member towns, cities, and other qualified political subdivisions of New Hampshire. As a member of the Trust, the Town shares in contributing to the cost of and receiving benefit from a self-insured pooled risk management program. The program includes a Self-Insured Retention Fund from which is paid up to \$200,000 for each and every covered property, crime and/or liability loss that exceeds \$1,000, up to an aggregate of \$1,200,000. Each property loss is subject to a \$1,000 deductible. All losses over the aggregate are covered by insurance policies.

***Worker's Compensation***

The Trust provides statutory worker's compensation coverage to member towns, cities, and other qualified political subdivisions of New Hampshire. The Trust is self-sustaining through annual member premiums and provides coverage for the statutorily required workers' compensation benefits and employer's liability coverage up to \$2,000,000. The program includes a Loss Fund from which is paid up to \$500,000 for each and every covered claim.

**NOTE 12—PERFORMANCE DEPOSITS**

The Town holds letters of credit and performance bonds from developers until projects have been completed to Town standards. Due to their nature, these letters of credit and performance bonds are not included as part of the financial statements. At December 31, 2022, the Town held performance deposits totaling \$2,376,572.

**TOWN OF MILFORD, NEW HAMPSHIRE**  
**NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)**  
For the Year Ended December 31, 2022

**NOTE 13—MILFORD AREA COMMUNICATION CENTER**

The Town of Milford is a member of the Milford Area Communication Center. This is a joint venture with three neighboring towns to provide communication dispatch services. The Center is managed by board members representing the participating towns. The Town does not exercise any control over the budgeting and financing of the Center's activities. Financial statements are available from the Milford Area Communication Center. The inter-municipal agreement calls for sharing of budgeted expenses in proportion to population. The Town of Milford's share for the year ended December 31, 2022 amounted to \$574,066 or 71.34%. The Center rents space in the Milford Town Hall for \$3,000 per year.

**NOTE 14—COMMITMENTS**

*Water Supply Contract*

On March 21, 2002, the Town of Milford entered into an agreement with Pennichuck Water Works, Inc. for the purpose of supplying water to the Town. The terms of the agreement are for 20 years with minimum payments of \$81,000 per year. Monthly payments commenced April 1, 2002. Each year's appropriation is expected to be made at Town Meeting.

**NOTE 15—CONTINGENCIES**

*Litigation*

There may be various claims and suits pending against the Town, which arise in the normal course of the Town's activities. In the opinion of Town management, any potential claims against the Town which are not covered by insurance are immaterial and would not affect the financial position of the Town.

*Federal Grants*

The Town participates in a number of federally assisted grant programs. These programs are subject to financial and compliance audits by the grantors or their representatives. The amounts, if any, of expenditures which may be disallowed by the granting agency cannot be determined at this time, although the Town expects such amounts, if any, to be immaterial.

**NOTE 16—SUBSEQUENT EVENTS**

*Debt Authorization*

At the March 2023 annual Town meeting, the voters authorized the issuance of \$23,953,000 in bonds or notes for the purpose of constructing a new advanced treatment process to comply with the Town's EPA National Pollutant Discharge Elimination System and to complete improvements throughout the waste water treatment facility.

*Financed Purchase Obligation Authorization*

At the March 2023 annual Town meeting, the voters authorized the issuance of financed purchase obligations for the acquisition of a fire engine in the amount of \$755,000 and for the acquisition of an ambulance in the amount of \$409,000.

**TOWN OF MILFORD, NEW HAMPSHIRE**  
**NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)**  
For the Year Ended December 31, 2022

**NOTE 17—CHANGE IN ACCOUNTING PRINCIPLE**

During the year ended December 31, 2022, the Town implemented GASB Statement No. 87, *Leases*. Under GASB Statement No. 87, a lease liability and an intangible right to use asset is recognized for leasing arrangements where the Town is the lessee. The Town may enter into various rental agreements as lessee for office or other equipment. Management has evaluated its leasing arrangements and determined that the effect of implementing GASB Statement No. 87 related to such leases is immaterial to its financial statements.

SCHEDULE 1  
**TOWN OF MILFORD, NEW HAMPSHIRE**  
**Schedule of Revenues, Expenditures and Changes in Fund Balance**  
**Budget and Actual (Budgetary Basis) - General Fund**  
**For the Year Ended December 31, 2022**

	<u>Budgeted Amounts</u>		<u>Actual</u> <u>Amounts</u>	Variance with Final Budget - Favorable <u>(Unfavorable)</u>
	<u>Original</u>	<u>Final</u>		
Revenues:				
Taxes	\$ 9,265,587	\$ 9,265,587	\$ 9,270,838	\$ 5,251
Licenses and permits	3,599,022	3,599,022	3,486,075	(112,947)
Intergovernmental	1,833,233	1,833,233	1,842,493	9,260
Charges for services	1,167,854	1,167,854	1,272,868	105,014
Investment income	125,000	125,000	202,891	77,891
Miscellaneous	211,650	211,650	302,546	90,896
Total Revenues	<u>16,202,346</u>	<u>16,202,346</u>	<u>16,377,711</u>	<u>175,365</u>
Expenditures:				
Current operations:				
General government	5,990,554	5,990,554	5,617,208	373,346
Public safety	5,328,278	5,328,278	5,103,577	224,701
Highways and streets	1,700,616	1,700,616	1,879,920	(179,304)
Health and welfare	203,535	203,535	203,273	262
Sanitation	866,078	866,078	818,045	48,033
Culture and recreation	311,713	311,713	299,503	12,210
Capital outlay	316,586	14,597	100,000	(85,403)
Debt service:				
Principal retirement	1,188,579	1,188,579	1,088,729	99,850
Interest and fiscal charges	219,850	219,850	201,665	18,185
Total Expenditures	<u>16,125,789</u>	<u>15,823,800</u>	<u>15,311,920</u>	<u>511,880</u>
Excess of revenues over (under) expenditures	<u>76,557</u>	<u>378,546</u>	<u>1,065,791</u>	<u>687,245</u>
Other financing sources (uses):				
Transfers in	100,000	100,000	130,760	30,760
Transfers out	<u>(1,285,673)</u>	<u>(1,285,673)</u>	<u>(1,317,230)</u>	<u>(31,557)</u>
Total Other financing sources (uses)	<u>(1,185,673)</u>	<u>(1,185,673)</u>	<u>(1,186,470)</u>	<u>(797)</u>
Net change in fund balance	(1,109,116)	(807,127)	(120,679)	686,448
Fund Balances at beginning of year				
- Budgetary Basis	<u>5,061,297</u>	<u>5,061,297</u>	<u>5,061,297</u>	<u>-</u>
Fund Balances at end of year				
- Budgetary Basis	<u>\$ 3,952,181</u>	<u>\$ 4,254,170</u>	<u>\$ 4,940,618</u>	<u>\$ 686,448</u>

*See accompanying notes to the required supplementary information*

SCHEDULE 2

**TOWN OF MILFORD, NEW HAMPSHIRE**

**Schedule of Changes in the Town's Proportionate Share of the Net OPEB Liability**

**For the Year Ended December 31, 2022**

<u>Measurement Period Ended</u>	<u>Cost-Sharing Multiple Employer Plan Information Only</u>				
	<u>Town's Proportion of the Net OPEB Liability</u>	<u>Town's Proportionate Share of the Net OPEB Liability</u>	<u>Town's Covered Payroll</u>	<u>Town's Proportionate Share of the Net OPEB Liability as a Percentage of Covered Payroll</u>	<u>Plan Fiduciary Net Position as a Percentage of the Total OPEB Liability</u>
June 30, 2022	0.21720765%	\$ 820,801	\$ 7,155,956	11.47%	10.64%
June 30, 2021	0.21133234%	\$ 846,295	\$ 6,838,041	12.38%	11.06%
June 30, 2020	0.21546752%	\$ 943,121	\$ 6,761,216	13.95%	7.74%
June 30, 2019	0.23522026%	\$ 1,031,232	\$ 6,412,911	16.08%	7.75%
June 30, 2018	0.22768533%	\$ 1,042,446	\$ 6,079,125	17.15%	7.53%
June 30, 2017	0.15852686%	\$ 724,839	\$ 6,128,709	11.83%	7.91%
June 30, 2016	0.15255711%	\$ 738,537	\$ 5,941,032	12.43%	5.21%
June 30, 2015	*	*	*	*	*
June 30, 2014	*	*	*	*	*
June 30, 2013	*	*	*	*	*

\* 10 Year schedule, historical information not available

<u>Measurement Periods</u>	<u>Significant Actuarial Assumptions</u>				
	<u>Inflation</u>	<u>Salary Increases</u>	<u>Investment Rate of Return</u>	<u>Mortality Table</u>	<u>Mortality Scale</u>
June 30, 2022	2.00%	5.40%	6.75%	Pub-2010	MP-2019
June 30, 2020 - 2021	2.00%	5.60%	6.75%	Pub-2010	MP-2019
June 30, 2016 - 2019	2.50%	5.60%	7.25%	RP-2014	MP-2015

*See accompanying notes to the required supplementary information*

SCHEDULE 3  
**TOWN OF MILFORD, NEW HAMPSHIRE**  
**Schedule of Town OPEB Contributions**  
**For the Year Ended December 31, 2022**

<b>Cost-Sharing Multiple Employer Plan Information Only</b>					
<u>Year Ended</u>	<u>Contractually Required Contribution</u>	<u>Contributions in Relation to the Contractually Required Contribution</u>	<u>Contribution Deficiency (Excess)</u>	<u>Town's Covered Payroll</u>	<u>Contributions as a Percentage of Covered Payroll</u>
December 31, 2022	\$ 92,695	\$ (92,695)	\$ -	\$ 7,337,784	1.26%
December 31, 2021	\$ 97,062	\$ (97,062)	\$ -	\$ 6,968,676	1.39%
December 31, 2020	\$ 100,056	\$ (100,056)	\$ -	\$ 6,787,165	1.47%
December 31, 2019	\$ 103,870	\$ (103,870)	\$ -	\$ 6,581,147	1.58%
December 31, 2018	\$ 104,056	\$ (104,056)	\$ -	\$ 6,257,615	1.66%
December 31, 2017	\$ 95,399	\$ (95,399)	\$ -	\$ 5,965,762	1.60%
December 31, 2016	\$ 90,972	\$ (90,972)	\$ -	\$ 5,960,480	1.53%
December 31, 2015	*	*	*	*	*
December 31, 2014	*	*	*	*	*
December 31, 2013	*	*	*	*	*

\* 10 Year schedule, historical information not available

*See accompanying notes to the required supplementary information*

SCHEDULE 4

**TOWN OF MILFORD, NEW HAMPSHIRE**

**Schedule of Changes in the Town's Total OPEB Liability and Related Ratios  
For the Year Ended December 31, 2022**

**Single Employer Plan Information Only**

	<u>2022</u>	<u>2021</u>	<u>2020</u>	<u>2019</u>	<u>2018</u>	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Total OPEB Liability:										
Service cost	\$ 95,006	\$ 90,600	\$ 72,239	\$ 53,307	\$ 58,674	*	*	*	*	*
Interest	33,219	31,981	35,670	43,254	36,839	*	*	*	*	*
Changes of benefit terms	-	-	-	-	-	*	*	*	*	*
Changes of assumptions or other inputs	(188,938)	22,558	112,463	167,431	(74,022)	*	*	*	*	*
Differences between expected and actual experience	(267,743)	-	6,251	-	-	*	*	*	*	*
Benefit payments	(48,713)	(42,335)	(34,179)	(37,985)	(26,097)	*	*	*	*	*
Net change in total OPEB liability	(377,169)	102,804	192,444	226,007	(4,606)	*	*	*	*	*
Total OPEB Liability at beginning of year	<u>1,541,914</u>	<u>1,439,110</u>	<u>1,246,666</u>	<u>1,020,659</u>	<u>1,025,265</u>	*	*	*	*	*
Total OPEB Liability at end of year	<u>\$ 1,164,745</u>	<u>\$ 1,541,914</u>	<u>\$ 1,439,110</u>	<u>\$ 1,246,666</u>	<u>\$ 1,020,659</u>	*	*	*	*	*
Covered employee payroll	\$ 6,684,711	\$ 6,282,842	\$ 6,207,101	\$ 6,244,784	\$ 5,587,020	*	*	*	*	*
Total OPEB liability as a percentage of covered employee payroll	17.42%	24.54%	23.18%	19.96%	18.27%	*	*	*	*	*
<b><u>Significant Actuarial Assumptions</u></b>										
Discount rate	3.72%	2.06%	2.12%	2.74%	4.10%	*	*	*	*	*
Health cost trend rates:										
Initial	7.5% - 2022	7.0% - 2020	7.0% - 2020	8.0% - 2018	8.0% - 2018	*	*	*	*	*
Ultimate	3.9% - 2075	4.0% - 2075	4.0% - 2075	3.8% - 2075	3.8% - 2075	*	*	*	*	*
Mortality data set	MP-2019	MP-2019	MP-2019	MP-2015	MP-2015	*	*	*	*	*

**Note To Schedule:**

No assets are accumulated in a trust that meets the criteria in paragraph 4 of Statement 75

\* 10 Year schedule, historical information not available

*See accompanying notes to the required supplementary information*

SCHEDULE 5

**TOWN OF MILFORD, NEW HAMPSHIRE**

**Schedule of Changes in the Town's Proportionate Share of the Net Pension Liability**

**For the Year Ended December 31, 2022**

<u>For the Measurement Period Ended</u>	<u>Town's Proportion of the Net Pension Liability</u>	<u>Town's Proportionate Share of the Net Pension Liability</u>	<u>Town's Covered Payroll</u>	<u>Town's Proportionate Share of the Net Pension Liability as a Percentage of Covered Payroll</u>	<u>Plan Fiduciary Net Position as a Percentage of the Total Pension Liability</u>
June 30, 2022	0.23928341%	\$ 13,725,611	\$ 7,155,956	191.81%	65.12%
June 30, 2021	0.23650690%	\$ 10,481,795	\$ 6,838,041	153.29%	72.22%
June 30, 2020	0.24133242%	\$ 15,435,986	\$ 6,761,216	228.30%	58.72%
June 30, 2019	0.24139485%	\$ 11,615,087	\$ 6,412,911	181.12%	65.59%
June 30, 2018	0.23386561%	\$ 11,261,103	\$ 6,079,125	185.24%	64.73%
June 30, 2017	0.25138057%	\$ 12,362,878	\$ 6,128,709	201.72%	62.66%
June 30, 2016	0.24668770%	\$ 13,117,854	\$ 5,941,032	220.80%	58.30%
June 30, 2015	0.24265407%	\$ 9,612,807	\$ 5,800,830	165.71%	65.47%
June 30, 2014	0.23988935%	\$ 9,004,452	\$ 5,535,219	162.68%	66.32%
June 30, 2013	0.23924342%	\$ 10,296,521	\$ 5,376,720	191.50%	59.81%

**Significant Actuarial Assumptions**

<u>Measurement Periods</u>	<u>Inflation</u>	<u>Salary Increases</u>	<u>Investment Rate of Return</u>	<u>Mortality Table</u>	<u>Mortality Scale</u>
June 30, 2022	2.00%	5.40%	6.75%	Pub-2010	MP-2019
June 30, 2020 - 2021	2.00%	5.60%	6.75%	Pub-2010	MP-2019
June 30, 2016 - 2019	2.50%	5.60%	7.25%	RP-2014	MP-2015
June 30, 2013 - 2015	3.00%	3.75-5.80%	7.75%	RP-2000	Scale AA

*See accompanying notes to the required supplementary information*



SCHEDULE 6  
**TOWN OF MILFORD, NEW HAMPSHIRE**  
**Schedule of Town Pension Contributions**  
**For the Year Ended December 31, 2022**

<u>Year Ended</u>	<u>Contractually Required Contribution</u>	<u>Contributions in Relation to the Contractually Required Contribution</u>	<u>Contribution Deficiency (Excess)</u>	<u>Town's Covered Payroll</u>	<u>Contributions as a Percentage of Covered Payroll</u>
December 31, 2022	\$ 1,413,622	\$ (1,413,622)	\$ -	\$ 7,337,784	19.26%
December 31, 2021	\$ 1,237,572	\$ (1,237,572)	\$ -	\$ 6,968,676	17.76%
December 31, 2020	\$ 1,075,194	\$ (1,075,194)	\$ -	\$ 6,787,165	15.84%
December 31, 2019	\$ 1,061,050	\$ (1,061,050)	\$ -	\$ 6,581,147	16.12%
December 31, 2018	\$ 1,020,197	\$ (1,020,197)	\$ -	\$ 6,257,615	16.30%
December 31, 2017	\$ 934,522	\$ (934,522)	\$ -	\$ 5,965,762	15.66%
December 31, 2016	\$ 893,043	\$ (893,043)	\$ -	\$ 5,960,480	14.98%
December 31, 2015	\$ 886,887	\$ (886,887)	\$ -	\$ 6,143,332	14.44%
December 31, 2014	\$ 781,993	\$ (781,993)	\$ -	\$ 5,598,597	13.97%
December 31, 2013	\$ 691,409	\$ (691,409)	\$ -	\$ 5,465,686	12.65%

*See accompanying notes to the required supplementary information*

**TOWN OF MILFORD, NEW HAMPSHIRE**  
**NOTES TO REQUIRED SUPPLEMENTARY INFORMATION**  
For the Year Ended December 31, 2022

**NOTE 1—BUDGET TO ACTUAL RECONCILIATION**

***General Fund***

Amounts recorded as budgetary amounts in the Schedule of Revenues, Expenditures and Changes in Fund Balance – Budget and Actual (Budgetary Basis) – General Fund (Schedule 1) are reported on the basis budgeted by the Town. Those amounts differ from those reported in conformity with accounting principles generally accepted in the United States of America in the Statement of Revenues, Expenditures and Changes in Fund Balances – Governmental Funds (Exhibit D). Property tax budgetary revenues are recognized when levied rather than when susceptible to accrual. Budgetary revenues and other financing sources and expenditures and other financing uses were adjusted for non-budgetary revenues and expenditures, non-budgetary transfers, budgetary transfers and expenditures, encumbrances, and financed purchase obligation activity as follows:

	Revenues and Other Financing <u>Sources</u>	Expenditures and Other Financing <u>Uses</u>
Per Exhibit D	\$ 17,120,756	\$ 17,862,051
Difference in property taxes meeting susceptible to accrual criteria	17,256	
Non-budgetary revenues and expenditures	63,435	(999,462)
Non-budgetary transfers	(7,843)	(18,328)
Budgetary transfers and expenditures	100,000	984,091
Encumbrances - December 31, 2022		167,151
Encumbrances - December 31, 2021		(581,220)
Financed purchase obligation activity	<u>(785,133)</u>	<u>(785,133)</u>
Per Schedule 1	<u>\$ 16,508,471</u>	<u>\$ 16,629,150</u>

***Major Special Revenue Fund***

The Town adopts its budget under regulations of the New Hampshire Department of Revenue Administration which differs from accounting principles generally accepted in the United States of America. Consequently, budgetary information is not presented for the Special Purpose Funds as the information is neither practical nor meaningful.

**NOTE 2—BUDGETARY FUND BALANCE**

The components of the budgetary fund balance for the General Fund at December 31, 2022 are as follows:

<b><i>Nonspendable:</i></b>	
Prepaid items	\$ 563
<b><i>Committed for:</i></b>	
Continuing appropriations - Non-lapsing	301,989
<b><i>Unassigned:</i></b>	
Unassigned - General Operations	<u>4,638,066</u>
	<u>\$ 4,940,618</u>

SCHEDULE I  
**TOWN OF MILFORD, NEW HAMPSHIRE**  
**Schedule of Expenditures of Federal Awards**  
For the Year Ended December 31, 2022

Federal Grantor / Pass-Through Grantor / Program or Cluster Title	Assistance Listing Number	Pass-Through Entity Identifying Number	Total Federal Expenditures
<b>DEPARTMENT OF JUSTICE</b>			
Direct award program			
Bulletproof Vest Partnership Program	16.607	N/A	\$ 3,247
<b>Total Department of Justice</b>			<u>3,247</u>
<b>DEPARTMENT OF TRANSPORTATION</b>			
Pass Through Payments from the New Hampshire Department of Transportation			
<i><b>Highway Planning and Construction Cluster</b></i>			
Highway Planning and Construction	20.205	#X-A000(416) 14492	58,388
<i><b>Total Highway Planning and Construction Cluster</b></i>			<u>58,388</u>
Pass Through Payments from the New Hampshire Department of Transportation			
<i><b>Highway Safety Cluster</b></i>			
State and Community Highway Safety	20.600	#23-120	7,153
<i><b>Total Highway Safety Cluster</b></i>			<u>7,153</u>
<b>Total Department of Transportation</b>			<u>65,541</u>
<b>DEPARTMENT OF THE TREASURY</b>			
Pass Through Payments from the New Hampshire Department of Health and Human Services			
COVID-19 Coronavirus Relief Fund	21.019	N/A	3,962
Pass Through Payments from the New Hampshire Governor's Office for Emergency Relief and Recovery			
COVID-19 Coronavirus State and Local Fiscal Recovery Funds	21.027	N/A	716,830
Pass Through Payments from the New Hampshire Department of Environmental Services			
COVID-19 Coronavirus State and Local Fiscal Recovery Funds	21.027	AM-ARPA-130	42,789
COVID-19 Coronavirus State and Local Fiscal Recovery Funds	21.027	CYB-ARPA-001	9,987
COVID-19 Coronavirus State and Local Fiscal Recovery Funds	21.027	CW-334116-02	9,078
COVID-19 Coronavirus State and Local Fiscal Recovery Funds	21.027	SPL-ARPA-022	14,599
COVID-19 Coronavirus State and Local Fiscal Recovery Funds	21.027	CS-334116-05	34,764
			<u>828,047</u>
<b>Total Department of the Treasury</b>			<u>832,009</u>
<b>NATIONAL ENDOWMENT FOR THE HUMANITIES</b>			
Pass Through Payments from the New Hampshire Department of Natural and Cultural Resources			
COVID-19 Grants to States	45.310	#FY21 LTSA ARPA	11,461
<b>Total National Endowment for the Humanities</b>			<u>11,461</u>
<b>DEPARTMENT OF HOMELAND SECURITY</b>			
Pass Through Payments from the New Hampshire Department of Safety			
BRIC: Building Resilient Infrastructure and Communities	97.047	#EMB-2019-PC-0004	4,400
<b>Total Department of Homeland Security</b>			<u>4,400</u>
<b>Total Expenditures of Federal Awards</b>			<u>\$ 916,658</u>

*See notes to schedule of expenditures of federal awards*

**TOWN OF MILFORD, NEW HAMPSHIRE**  
**NOTES TO SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS**  
For the Year Ended December 31, 2022

**NOTE 1—BASIS OF PRESENTATION**

The accompanying Schedule of Expenditures of Federal Awards (the Schedule) includes the federal award activity of the Town of Milford, New Hampshire (the Town) under programs of the federal government for the year ended December 31, 2022. The information in this Schedule is presented in accordance with the requirements of Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Because the Schedule presents only a selected portion of the operations of the Town of Milford, New Hampshire, it is not intended to and does not present the financial position, changes in net position, or cash flows of the Town.

**NOTE 2—SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

Expenditures reported on the Schedule are reported on the modified accrual basis of accounting for federal programs accounted for in the governmental funds, and on the accrual basis of accounting for federal programs accounted for in the proprietary funds, which are described in Note 1 to the Town's basic financial statements. Such expenditures are recognized following the cost principles contained in the Uniform Guidance, wherein certain types of expenditures are not allowable or are limited as to reimbursement.

**NOTE 3—INDIRECT COST RATE**

The Town has not elected to use the 10-percent de minimis indirect cost rate allowed under the Uniform Guidance.

**REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING  
AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT  
OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE  
WITH *GOVERNMENT AUDITING STANDARDS***

Independent Auditor's Report

To the Board of Selectmen  
Town of Milford, New Hampshire

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the Town of Milford, New Hampshire, as of and for the year ended December 31, 2022, and the related notes to the financial statements, which collectively comprise the Town of Milford, New Hampshire's basic financial statements, and have issued our report thereon dated January 31, 2024.

**Report on Internal Control Over Financial Reporting**

In planning and performing our audit of the financial statements, we considered the Town of Milford, New Hampshire's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Town of Milford, New Hampshire's internal control. Accordingly, we do not express an opinion on the effectiveness of the Town of Milford, New Hampshire's internal control.

*A deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses or significant deficiencies may exist that were not identified.

## **Report on Compliance and Other Matters**

As part of obtaining reasonable assurance about whether the Town of Milford, New Hampshire's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

### **Purpose of this Report**

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

*Vashon Clukay & Company PC*

Manchester, New Hampshire  
January 31, 2024

**REPORT ON COMPLIANCE FOR EACH MAJOR FEDERAL PROGRAM  
AND REPORT ON INTERNAL CONTROL OVER COMPLIANCE  
REQUIRED BY THE UNIFORM GUIDANCE**

Independent Auditor's Report

To the Board of Selectmen  
Town of Milford, New Hampshire

**Report on Compliance for Each Major Federal Program**

***Opinion on Each Major Federal Program***

We have audited the Town of Milford, New Hampshire's compliance with the types of compliance requirements identified as subject to audit in the OMB *Compliance Supplement* that could have a direct and material effect on each of the Town of Milford, New Hampshire's major federal programs for the year ended December 31, 2022. The Town of Milford, New Hampshire's major federal programs are identified in the summary of auditor's results section of the accompanying schedule of findings and questioned costs.

In our opinion, the Town of Milford, New Hampshire complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended December 31, 2022.

***Basis for Opinion on Each Major Federal Program***

We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and the audit requirements of Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Our responsibilities under those standards and the Uniform Guidance are further described in the Auditor's Responsibilities for the Audit of Compliance section of our report.

We are required to be independent of the Town of Milford, New Hampshire and to meet our other ethical responsibilities, in accordance with relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on compliance for each major federal program. Our audit does not provide a legal determination of the Town of Milford, New Hampshire's compliance with the compliance requirements referred to above.

***Responsibilities of Management for Compliance***

Management is responsible for compliance with the requirements referred to above and for the design, implementation, and maintenance of effective internal control over compliance with the requirements of laws, statutes, regulations, rules, and provisions of contracts or grant agreements applicable to the Town of Milford, New Hampshire's federal programs.

### ***Auditor's Responsibilities for the Audit of Compliance***

Our objectives are to obtain reasonable assurance about whether material noncompliance with the compliance requirements referred to above occurred, whether due to fraud or error, and express an opinion on the Town of Milford, New Hampshire's compliance based on our audit. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards, *Government Auditing Standards*, and the Uniform Guidance will always detect material noncompliance when it exists. The risk of not detecting material noncompliance resulting from fraud is higher than for that resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Noncompliance with the compliance requirements referred to above is considered material if there is a substantial likelihood that, individually or in the aggregate, it would influence the judgment made by a reasonable user of the report on compliance about the Town of Milford, New Hampshire's compliance with the requirements of each major federal program as a whole.

In performing an audit in accordance with generally accepted auditing standards, *Government Auditing Standards*, and the Uniform Guidance, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material noncompliance, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the Town of Milford, New Hampshire's compliance with the compliance requirements referred to above and performing such other procedures as we considered necessary in the circumstances.
- Obtain an understanding of the Town of Milford, New Hampshire's internal control over compliance relevant to the audit in order to design audit procedures that are appropriate in the circumstances and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of the Town of Milford, New Hampshire's internal control over compliance. Accordingly, no such opinion is expressed.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and any significant deficiencies and material weaknesses in internal control over compliance that we identified during the audit.

### ***Report on Internal Control Over Compliance***

A *deficiency in internal control over compliance* exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. A *material weakness in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.



Our consideration of internal control over compliance was for the limited purpose described in the Auditor's Responsibilities for the Audit of Compliance section above and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies in internal control over compliance. Given these limitations, during our audit we did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses, as defined above. However, material weaknesses or significant deficiencies in internal control over compliance may exist that were not identified.

Our audit was not designed for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, no such opinion is expressed.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance. Accordingly, this report is not suitable for any other purpose.

*Vashon Clukay & Company PC*

Manchester, New Hampshire  
January 31, 2024

**Town of Milford, New Hampshire  
 Schedule of Findings and Questioned Costs  
 For the Year Ended December 31, 2022**

**Section I--Summary of Auditor's Results**

**Financial Statements**

Type of auditor's report issued on whether the financial statements audited were prepared in accordance with GAAP: Unmodified – all reporting units

Internal control over financial reporting:

Material weakness(es) identified? \_\_\_\_\_ yes      X   no  
 Significant deficiency(ies) identified? \_\_\_\_\_ yes      X   none reported

Noncompliance material to financial statements noted? \_\_\_\_\_ yes      X   no

**Federal Awards**

Internal control over major federal programs:

Material weakness(es) identified? \_\_\_\_\_ yes      X   no  
 Significant deficiency(ies) identified? \_\_\_\_\_ yes      X   none reported

Type of auditor's report issued on compliance for major federal programs:

Unmodified

Any audit findings disclosed that are required to be reported in accordance with 2 CFR 200.516(a)? \_\_\_\_\_ yes      X   no

Identification of major federal programs:

<u>Assistance Listing Number(s)</u>	<u>Name of Federal Program or Cluster</u>
21.027	Coronavirus State and Local Fiscal Recovery Funds

Dollar threshold used to distinguish between Type A and Type B programs: \$ 750,000

Auditee qualified as low-risk auditee? \_\_\_\_\_ yes      X   no

## **Section II--Financial Statement Findings**

There were no findings relating to the financial statements required to be reported by GAGAS.

## **Section III--Federal Award Findings and Questioned Costs**

There were no findings and questioned costs required to be reported under 2 CFR 200.516(a).

SCHEDULE A  
**TOWN OF MILFORD, NEW HAMPSHIRE**  
**Combining Balance Sheet**  
**Governmental Funds - All Nonmajor Funds**  
**December 31, 2022**

	Special Revenue <u>Funds</u>	Capital Projects <u>Fund</u>	Combining <u>Totals</u>
ASSETS			
Investments	\$ 52,967		\$ 52,967
Accounts receivable	51,393		51,393
Due from other governments		\$ 132,684	132,684
Due from other funds	<u>604,887</u>	<u>309,538</u>	<u>914,425</u>
Total Assets	<u>709,247</u>	<u>442,222</u>	<u>1,151,469</u>
DEFERRED OUTFLOWS OF RESOURCES			
Total Deferred Outflows of Resources	<u>-</u>	<u>-</u>	<u>-</u>
Total Assets and Deferred Outflows of Resources	<u>\$ 709,247</u>	<u>\$ 442,222</u>	<u>\$ 1,151,469</u>
LIABILITIES			
Accounts payable	\$ 5,811	\$ 742	\$ 6,553
Accrued liabilities	<u>951</u>		<u>951</u>
Total Liabilities	<u>6,762</u>	<u>742</u>	<u>7,504</u>
DEFERRED INFLOWS OF RESOURCES			
Total Deferred Inflows of Resources	<u>-</u>	<u>-</u>	<u>-</u>
FUND BALANCES			
Restricted	52,967	441,480	494,447
Committed	<u>649,518</u>		<u>649,518</u>
Total Fund Balances	<u>702,485</u>	<u>441,480</u>	<u>1,143,965</u>
Total Liabilities, Deferred Inflows of Resources and Fund Balances	<u>\$ 709,247</u>	<u>\$ 442,222</u>	<u>\$ 1,151,469</u>

SCHEDULE A-1  
**TOWN OF MILFORD, NEW HAMPSHIRE**  
**Combining Balance Sheet**  
**Governmental Funds - All Nonmajor Special Revenue Funds**  
**December 31, 2022**

	Impact Fees <u>Fund</u>	Recreation <u>Fund</u>	Public Safety Revolving <u>Fund</u>	Cable Access <u>Fund</u>	Granite Town Rail Revolving <u>Fund</u>	Vietnam Memorial <u>Fund</u>	Hutchinson Singers <u>Fund</u>	Combining <u>Totals</u>
<b>ASSETS</b>								
Investments						\$ 48,294	\$ 4,673	\$ 52,967
Accounts receivable			\$ 9,605	\$ 41,788				51,393
Due from other funds	\$ 43,281	\$ 57,625	188,349	300,347	\$ 15,285			604,887
Total Assets	<u>43,281</u>	<u>57,625</u>	<u>197,954</u>	<u>342,135</u>	<u>15,285</u>	<u>48,294</u>	<u>4,673</u>	<u>709,247</u>
<b>DEFERRED OUTFLOWS OF RESOURCES</b>								
Total Deferred Outflows of Resources	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Assets and Deferred Outflows of Resources	<u>\$ 43,281</u>	<u>\$ 57,625</u>	<u>\$ 197,954</u>	<u>\$ 342,135</u>	<u>\$ 15,285</u>	<u>\$ 48,294</u>	<u>\$ 4,673</u>	<u>\$ 709,247</u>
<b>LIABILITIES</b>								
Accounts payable		\$ 2,976		\$ 2,835				\$ 5,811
Accrued liabilities		951						951
Total Liabilities	<u>\$ -</u>	<u>3,927</u>	<u>\$ -</u>	<u>2,835</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>6,762</u>
<b>DEFERRED INFLOWS OF RESOURCES</b>								
Total Deferred Inflows of Resources	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>FUND BALANCES</b>								
Restricted						48,294	4,673	52,967
Committed	43,281	53,698	197,954	339,300	15,285			649,518
Total Fund Balances	<u>43,281</u>	<u>53,698</u>	<u>197,954</u>	<u>339,300</u>	<u>15,285</u>	<u>48,294</u>	<u>4,673</u>	<u>702,485</u>
Total Liabilities, Deferred Inflows of Resources and Fund Balances	<u>\$ 43,281</u>	<u>\$ 57,625</u>	<u>\$ 197,954</u>	<u>\$ 342,135</u>	<u>\$ 15,285</u>	<u>\$ 48,294</u>	<u>\$ 4,673</u>	<u>\$ 709,247</u>

SCHEDULE B  
**TOWN OF MILFORD, NEW HAMPSHIRE**  
**Combining Statement of Revenues, Expenditures and Changes in Fund Balances**  
**Governmental Funds - All Nonmajor Funds**  
**For the Year Ended December 31, 2022**

	Special Revenue <u>Funds</u>	Capital Projects <u>Fund</u>	Combining <u>Totals</u>
Revenues:			
Intergovernmental		\$ 73,312	\$ 73,312
Charges for services	\$ 331,956		331,956
Investment income	3,323		3,323
Miscellaneous	251,964		251,964
Total Revenues	<u>587,243</u>	<u>73,312</u>	<u>660,555</u>
Expenditures:			
Current operations:			
General government	181,970		181,970
Public safety	229,176		229,176
Culture and recreation	100,208		100,208
Capital outlay		391,640	391,640
Total Expenditures	<u>511,354</u>	<u>391,640</u>	<u>902,994</u>
Excess of revenues over (under) expenditures	<u>75,889</u>	<u>(318,328)</u>	<u>(242,439)</u>
Other financing sources (uses):			
Transfers in		318,328	318,328
Transfers out	(17,514)		(17,514)
Total Other financing sources (uses)	<u>(17,514)</u>	<u>318,328</u>	<u>300,814</u>
Net change in fund balances	58,375	-	58,375
Fund Balances at beginning of year	<u>644,110</u>	<u>441,480</u>	<u>1,085,590</u>
Fund Balances at end of year	<u>\$ 702,485</u>	<u>\$ 441,480</u>	<u>\$ 1,143,965</u>

SCHEDULE B-1

**TOWN OF MILFORD, NEW HAMPSHIRE**

**Combining Statement of Revenues, Expenditures and Changes in Fund Balances**

**Governmental Funds - All Nonmajor Special Revenue Funds**

**For the Year Ended December 31, 2022**

	Impact Fees Fund	Recreation Fund	Public Safety Revolving Fund	Cable Access Fund	Granite Town Rail Revolving Fund	Vietnam Memorial Fund	Hutchinson Singers Fund	Combining Totals
Revenues:								
Charges for services		\$ 94,781	\$ 237,175					\$ 331,956
Investment income				\$ 1,192		\$ 1,483	\$ 648	3,323
Miscellaneous	\$ 20,835	12,140		169,894	\$ 16,788	28,282	4,025	251,964
Total Revenues	<u>20,835</u>	<u>106,921</u>	<u>237,175</u>	<u>171,086</u>	<u>16,788</u>	<u>29,765</u>	<u>4,673</u>	<u>587,243</u>
Expenditures:								
Current operations:								
General government				181,970				181,970
Public safety			229,176					229,176
Culture and recreation		97,903			2,305			100,208
Total Expenditures	<u>-</u>	<u>97,903</u>	<u>229,176</u>	<u>181,970</u>	<u>2,305</u>	<u>-</u>	<u>-</u>	<u>511,354</u>
Excess of revenues over (under) expenditures	<u>20,835</u>	<u>9,018</u>	<u>7,999</u>	<u>(10,884)</u>	<u>14,483</u>	<u>29,765</u>	<u>4,673</u>	<u>75,889</u>
Other financing sources (uses):								
Transfers out	(17,214)	(300)						(17,514)
Total Other financing sources (uses)	<u>(17,214)</u>	<u>(300)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>(17,514)</u>
Net change in fund balances	3,621	8,718	7,999	(10,884)	14,483	29,765	4,673	58,375
Fund Balances at beginning of year	<u>39,660</u>	<u>44,980</u>	<u>189,955</u>	<u>350,184</u>	<u>802</u>	<u>18,529</u>	<u>-</u>	<u>644,110</u>
Fund Balances at end of year	<u>\$ 43,281</u>	<u>\$ 53,698</u>	<u>\$ 197,954</u>	<u>\$ 339,300</u>	<u>\$ 15,285</u>	<u>\$ 48,294</u>	<u>\$ 4,673</u>	<u>\$ 702,485</u>

January 31, 2024

To the Board of Selectmen  
Town of Milford, New Hampshire

We have audited the financial statements of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the Town of Milford, New Hampshire for the year ended December 31, 2022. Professional standards require that we provide you with information about our responsibilities under generally accepted auditing standards, *Government Auditing Standards* and the Uniform Guidance, as well as certain information related to the planned scope and timing of our audit. We have communicated such information in our letter to you dated July 17, 2023. Professional standards also require that we communicate to you the following information related to our audit.

### **Significant Audit Matters**

#### ***Qualitative Aspects of Accounting Practices***

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by the Town of Milford, New Hampshire are described in Note 1 to the financial statements. During the year ended December 31, 2022, the Town adopted and implemented GASB Statement No. 87 – *Leases*. There was no effect on the beginning of the year balances as a result of adoption of the new standard. We noted no transactions entered into by the Town during the year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected. The most sensitive estimates affecting the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information's financial statements were:

Management's estimate of the allowance for uncollectible taxes receivable is based on taxpayer bankruptcies, abatements subsequently issued, historical collection levels, and an analysis of the collectability of individual accounts. Also, management's estimate for the allowance for uncollectible accounts receivable related to ambulance billings is based on historical collection levels and an analysis of the collectability of certain accounts. We evaluated the key factors and assumptions used to develop the allowances in determining that they are reasonable in relation to the financial statements taken as a whole. Additionally, management's estimates of the useful lives of capital assets are based upon historical records of utilization, necessary improvements and replacements. We evaluated the key factors and assumptions used to develop the depreciable useful lives of capital assets in determining that they are reasonable in relation to the financial statements taken as a whole.



Significant estimates also include actuarial assumptions used in determining cost-sharing pension and other postemployment benefits costs, and single employer other post-employment benefits costs, which are based on plan audited financial statements and a plan actuarial valuation report, respectively. We evaluated the assumptions used in the plan audited financial statements and the plan actuarial valuation report to determine that they are reasonable in relation to the financial statements as a whole.

The financial statement disclosures are neutral, consistent, and clear.

### ***Difficulties Encountered in Performing the Audit***

We encountered no significant difficulties in dealing with management in performing and completing our audit.

### ***Corrected and Uncorrected Misstatements***

Professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that are clearly trivial, and communicate them to the appropriate level of management. Management has corrected all such misstatements. Please see the attached schedule of material adjustments detected as a result of audit procedures and corrected by management.

### ***Disagreements with Management***

For purposes of this letter, a disagreement with management is a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditor's report. We are pleased to report that no such disagreements arose during the course of our audit.

### ***Management Representations***

We have requested certain representations from management that are included in the management representation letter dated January 31, 2024.

### ***Management Consultations with Other Independent Accountants***

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a "second opinion" on certain situations. If a consultation involves application of an accounting principle to the Town's financial statements or a determination of the type of auditor's opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

### ***Other Audit Findings or Issues***

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to retention as the Town's auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our retention.

### **Other Matters**

We applied certain limited procedures to the management's discussion and analysis, budgetary comparison information, schedules of changes in the Town's proportionate share of the net OPEB liability, schedule of Town OPEB contributions, schedule of changes in the Town's total OPEB liability and related ratios, schedule of changes in the Town's proportionate share of the net pension liability, and schedule of Town pension contributions, which are required supplementary information (RSI) that supplements the basic financial statements. Our procedures consisted of inquiries of management regarding the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We did not audit the RSI and do not express an opinion or provide any assurance on the RSI.

We were engaged to report on the combining nonmajor governmental fund financial statements and the schedule of expenditures of federal awards, which accompanies the financial statements but is not RSI. With respect to this supplementary information, we made certain inquiries of management and evaluated the form, content, and methods of preparing the information to determine that the information complies with accounting principles generally accepted in the United States of America, the method of preparing it has not changed from the prior period, and the information is appropriate and complete in relation to our audit of the financial statements. We compared and reconciled the supplementary information to the underlying accounting records used to prepare the financial statements or to the financial statements themselves.

### **Restriction on Use**

This information is intended solely for the use of the Board of Selectmen and management of the Town of Milford, New Hampshire and is not intended to be, and should not be, used by anyone other than these specified parties.

Very truly yours,

*Vachon Clukay & Company PC*

Town of Milford, New Hampshire  
For the Year Ended December 31, 2022  
Material Audit Adjustments

The following is a listing of the material audit adjustments made for the year ended December 31, 2022 and have been corrected by management:

***General Fund:***

- To restore prior year audited fund balance of the Library expendable trust in the amount of \$498,712.
- To adjust the fair value of investments in the Library expendable trust in the amount of \$251,903.

***Permanent Funds:***

- To restore prior year audited fund balance in the amount of \$745,816.
- To adjust the fair value of investments in the amount of \$469,809.

***Special Purpose Funds:***

- To restore prior year audited fund balance and remove grant advances recorded as current year revenues in the amount of \$792,639.

***Sewer Fund:***

- To restore prior year audited net position for unspent ARPA funds in the amount of \$412,094.
- To adjust ARPA grant advances to actual for amounts expended in the current in the amount of \$214,607.
- To adjust year end intergovernmental receivables to actual in the amount of \$212,272 for note payable and State of New Hampshire revolving loans received in the current year.
- To adjust the cost-sharing pension liability and related deferred outflows and inflows of resources to actual in the amount of \$118,433.

***Water Fund:***

- To adjust ARPA grant advances to actual for unspent balance in the amount of \$94,969.

***Aggregate Remaining Fund Information:***

- To restore prior year audited net position of the school custodial funds in the amount of \$2,474,676.
- To adjust the fair value of investments of the school custodial funds in the amount of \$1,691,241.

**STATEMENT OF ADOPTION – MILFORD**

This publication of the Milford, NH Emergency Operations Plan represents a concerted effort by the Town’s government to provide a mechanism for effectively responding to and recovering from the impact of natural or human-caused disasters or emergencies.

This Plan and associated supporting documents aim to facilitate the delivery of local government, town, and mutual aid resources and provide needed assistance and relief to disaster victims and the Community. As no town has the resources to manage a significant emergency without outside assistance, this Plan represents Milford’s best intentions to deal with disaster within the framework of town and statewide coordination.

Adopting this Plan nullifies all previously adopted emergency operations plans for Milford, NH.

**Statement of Adoption for the Town of Milford:**

Adopted, this day, the \_\_\_\_\_ of \_\_\_\_\_, 2023

**Select Board Chair**

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Print Name

**Member of the Select Board**

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Print Name

**Member of the Select Board**

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Print Name

**Member of the Select Board**

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Print Name

**Member of the Select Board**

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Print Name

**Emergency Management Director**

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Print Name

***\*Signatures are scanned-original signatures on file.***

**NIMS RESOLUTION - MILFORD**

It is hereby resolved by the Town of Milford, New Hampshire, that:

WHEREAS Emergency response to critical incidents, whether natural or human-caused, requires integrated professional management and

WHEREAS Unified command of such incidents is recognized as the management model to maximize the public safety response and

WHEREAS The National Incident Management System, herein referred to as NIMS, has been identified by the federal government as being the requisite emergency management system for all political subdivisions and

WHEREAS Failure to adopt NIMS as the requisite emergency management system may preclude reimbursement to the political subdivision for costs expended during and after a declared emergency or disaster and for training and preparation for such disasters or emergencies.

Therefore, it shall be the public policy of this municipality to adopt the NIMS concept of emergency planning and Unified Command. It shall further be the policy of this municipality to train public officials responsible for emergency management.

**National Incident Management System (NIMS)**

Adopted, this day, the \_\_\_\_\_ of \_\_\_\_\_, 2023

**Select Board Chair**

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Print Name

**Member of the Select Board**

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Print Name

**Member of the Select Board**

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Print Name

**Member of the Select Board**

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Print Name

**Member of the Select Board**

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Print Name

**Emergency Management Director**

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Print Name

***\*Signatures are scanned-original signatures on file.***

**ADMINISTRATIVE DOCUMENTS**

**RECORD OF REVISIONS & CHANGES**

Milford Emergency Operations Plan (15 ESF format): 2017  
 Milford Emergency Operations Plan (This Plan; 18 ESF Format): 2023

**SIGNATORIES TO THE MILFORD EMERGENCY OPERATIONS PLAN**

Name	Position	Signature
The signatures below indicate the signee has read the Milford Emergency Operations Plan 2023 and understands their responsibilities as outlined in the Plan.		
Ken Flaherty	Fire Chief, EMD & Health Officer	
Jeff Marshall	Deputy EMD	
Mike Viola	Police Chief	
Leo Lessard	Public Works Director	
Eric Schelberg	Milford Ambulance Service Director	
Jamie Ramsay	Building Official & Code Enforcement	
Lincoln Daley	Town Administrator	
Gary Daniels	Select Board Chair	
Chris Labonte	Select Board Vice Chair	
Paul Dargie	Select Board Member	
Tim Finan	Select Board Member	
Dave Freel	Select Board Member	

*\*Signatures are scanned-original signatures on file.*

Town Hall  
1 Union Square  
Milford, NH 03055-4240  
(603) 249-0628  
Fax (603) 673-2273  
www.milford.nh.gov  
conservation@milford.nh.gov  
v  
TDD Access:  
Relay NH 1-800-735-2964

**4. a) 1) Approval of reimbursement from the  
NH Fish and Game small grant program for  
Habitat Restoration to the Milford  
Conservation Commission - \$4,000**

**Town of Milford**  
CONSERVATION COMMISSION



February 8, 2024

To: Board of Selectmen

**Re: NH Fish and Game Small Grant Program for Habitat Restoration**

The Conservation Commission accepted a \$4,000 reimbursement from the NH Fish and Game Small Grant Program for Habitat Restoration. The total project was \$17,000; the MCC is grateful for the \$4K assist.

Respectfully,

Chris Costantino  
Milford Conservation Commission (Alt) | Coordinator

Town Hall  
1 Union Square  
Milford, NH 03055-4240  
(603) 249-0628  
Fax (603) 673-2273  
www.milford.nh.gov  
conservation@milford.nh.gov  
v  
TDD Access:  
Relay NH 1-800-735-2964

**Town of Milford**  
CONSERVATION COMMISSION



**4. a) 2) Approval of donations to the Granite Town Rail Trail Revolving Fund:  
2024 Ghost Trail Rail Trail Race registrations - \$51,457 (half goes to Brookline Conservation)  
Remaining monies from an Eagle Scout Project from Leeman Hunter \$157.00**

February 8, 2024

To: Board of Selectmen

**Re: Granite Town Rail Trail Revolving Fund Revenues**

The Conservation Commission accepted donations to the Granite Town Rail Trail Revolving Fund:

1. \$51,457.00 income from the Ghost Train Rail Trail Races 2024 January registrations; half of which will be directed to the Brookline CC.
2. Leeman Hunter donated the remaining \$157 from his Eagle Scout Project to place benches at the Rotch Wildlife Preserve and Town Forest.
3. Rob Fiero, the Ghost Train Race Director, delivered a check for \$250 from a sponsor for the 2024 Ghost Train races.

Respectfully,

Chris Costantino  
Milford Conservation Commission (Alt) | Coordinator



#### 4. a) 3) Approval of annual Parade Permits

## Municipality of Milford, New Hampshire

# Parade Permit

**Be it known that** Hunter Philbrick, individually and in conjunction with the Ricciardi Hartshorne Post 23 of the American Legion, 15 Cottage Street, Milford, County of Hillsborough and State of New Hampshire, in accordance with a written application for a Parade Permit submitted to the Board of Selectmen on February 26, 2024 and subject to all rules and regulations of the municipality, is hereby issued a Parade Permit for a Memorial Day Parade to be held on **Monday, May 27, 2024**, commencing at approximately **10:00 a.m.**

The assembly area for the parade shall be the West Street Cemetery, Milford, New Hampshire and the parade route shall be limited as follows: from the West Street Cemetery, to Elm Street, stopping at the bridge on Elm Street, and the Milford Oval, and then proceed to the VFW, One VFW Way.

Dispersal area for the parade shall be the VFW Post, One VFW Way, Milford, New Hampshire.

Dated: \_\_\_\_\_

\_\_\_\_\_  
Chairman, Board of Selectmen

**Municipality of Milford,  
New Hampshire**

**Parade Permit**

**Be it known that** Hunter Philbrick, individually and in conjunction with the Ricciardi Hartshorne Post 23 of the American Legion, 15 Cottage Street, Milford, County of Hillsborough and State of New Hampshire, in accordance with a written application for a Parade Permit submitted to the Board of Selectmen on February 26, 2024, and subject to all rules and regulations of the municipality, is hereby issued a Parade Permit for a Labor Day Parade to be held on **Monday, September 2, 2024**, commencing at **1:00 p.m.**

The assembly area for the parade shall be at the Milford High School, 100 West Street, New Hampshire and the parade route shall be limited as follows: from West Street, to the Milford Oval via Elm Street, around the Oval, and then proceed to the Harley Sanford Veterans of Foreign Wars (VFW) Post 4368, One VFW Way, Milford, NH.

Dispersal area for the parade shall be the VFW Post, One VFW Way, Milford, New Hampshire.

**Dated:** \_\_\_\_\_

\_\_\_\_\_  
**Chairman, Board of Selectmen**

**Municipality of Milford,  
New Hampshire**

**Parade Permit**

**Be it known that** Hunter Philbrick, individually and in conjunction with the Ricciardi Hartshorne Post 23 of the American Legion, 15 Cottage Street, of Milford, County of Hillsborough and State of New Hampshire, in accordance with a written application for a Parade Permit submitted to the Board of Selectmen on February 26, 2024, and subject to all rules and regulations of the municipality, is hereby issued a Parade Permit for a Veterans Day Parade to be held on **Monday, November 11, 2024**, commencing at **10:45 a.m.**

The assembly area for the parade shall be the American Legion at 15 Cottage Street, in said Milford, New Hampshire and the parade route shall be limited as follows: from the American Legion on Cottage Street to the Milford Oval via Garden Street and Union Street, then onto the World War I, World War II and Korean War Memorials. From there, the parade will proceed back to the American Legion on Cottage Street.

Dispersal area for the parade shall be the American Legion at 15 Cottage Street, Milford, New Hampshire.

**Dated:** \_\_\_\_\_

\_\_\_\_\_  
**Chairman, Board of Selectmen**

4. a) 4) Approval to re-appoint Bethany Haerinck and Patricia Nickerson as full members to the Recreation Commission with terms expiring in 2027

# TOWN OF MILFORD

RECREATION DEPARTMENT



To: Board of Selectman  
CC: Lincoln Daley, Town Administrator  
From: Arene Berry, Recreation Director  
Date: February 13, 2024  
Subject: Milford Parks & Recreation Commission Board appointment

On behalf of the Milford Parks & Recreation Commission Board, I am requesting the Board of Selectman consider the following re-appointments.

Bethany Haerinck as a full member, with a term expiring March 2027.

Patricia Nickerson as a full member, with a term expiring March 2027.

Thank you for your consideration.

**4. a) 5) Approval to re-appoint David Wheeler and Jason Plourde to the Traffic Safety Committee with terms expiring 2027**

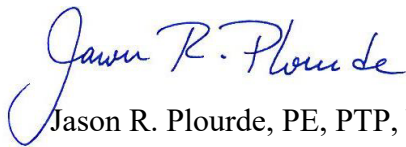
February 14, 2024

Mr. Gary Daniels  
Chairman, Board of Selectmen  
Town of Milford  
1 Union Square  
Milford, NH 03055

Chairman Daniels:

As Chair of the Milford Traffic Safety Advisory Committee, I would like for you and fellow Select Board members to strongly consider allowing Mr. David Wheeler and me to continue serving another term with our Committee.

Sincerely,



Jason R. Plourde, PE, PTP, NH LPA  
Chair, Traffic Safety Advisory Committee

**4. a) 6) Approval to hold the 35th Annual Milford Pumpkin Festival scheduled for October 11th, 12th and 13th.**

Gary Daniels  
Chair Milford Board of Selectmen  
1 Union Square  
Milford, NH 03055  
February, 19, 2024

Dear Chair and Members of the Board,

The Granite Town Festivities Committee (GTFC) is requesting permission to act on behalf of the Town of Milford to hold the 35th annual Milford Pumpkin Festival scheduled for October 11, 12, and 13, 2024.

We respectfully request the following:

Permission for GTFC to act in the best interest of the Town of Milford and the Pumpkin Festival as lead agency in planning, coordinating and executing festival activities and facilitating the participation of non-profits & businesses in the festival;

Use of the following town properties: Middle Street, The Oval, Emerson Park, Town Hall, Nashua Street, Keyes Field and Bicentennial Park. We also request that you approve the submitted Pumpkin Festival site map that designates the approved boundaries for the Pumpkin Festival event and give GTFC jurisdiction over these areas including public sidewalks within the designated area for the Pumpkin Festival only. We understand and acknowledge that as coordinators of this event on behalf of the town, however, that our jurisdiction does not include activities performed on private property;

Support of the Pumpkin Festival by town police, fire, public works and ambulance departments; Authorization to work with town departments on special considerations regarding traffic control, street closings and any other relevant safety or maintenance issue;

Permission to hold fundraising raffles during the festival weekend and to put Pumpkin Festival banners, lights and other decorations on the bandstand;

Granite Town Festivities Committee is to be named as an additional insured party in the Town of Milford's liability coverage (Town of Milford to be named as an additional insured party in GTFC's liability coverage).

We understand that a two day waiver of the Open Container Ordinance #7.04.070 (only in relation to the Pumpkin Festival event and location) and permission to have an alcohol tasting activity to take place on the Community House Lawn on Friday and Saturday evenings from 5:30-9:00 pm was given to the Milford Rotary and Lions Club. As occurred in the past, the tasting will be in a roped off area and attendees will be required to provide proper proof of legal drinking age. Additional liability insurances, naming the Town of Milford as additionally insured, to cover the activity and carry all necessary state licenses.

We are looking forward to the 2024 Milford Pumpkin Festival and look forward to your response. If you have any questions or concerns, please feel free to contact me. Thank you for your consideration of this event.

Sincerely,

Wade Scott Campbell  
President, Granite Town Festivities Committee

Loni Quinn  
Treasurer, Granite Town Festivities Committee

#### 4. a) 7) Approval of Property Tax Waiver Request for 429 Mason Road

---

### MEMORANDUM

---

To: Board of Selectmen  
Cc: Lincoln Daley

From: Kathy Doherty, Tax Collector

Date: February 21, 2024

Subject: Property Tax Interest Waiver Request

---

The property located at 429 Mason Road was sold on October 23, 2023, after the final ownership and values were set for tax billing. The property tax bill was mailed to the former owner.

Once late notices were sent, the new owner, Robert Whitney, paid the bill and submitted a request to be refunded the interest paid.

Based on the fact, Mr. Whitney is a new owner, who did not receive the tax bill directly, I recommend this one time exception and refund the amount of \$97.27.

Should approval be granted, I request you sign the attached waiver form, authorizing me to process a refund of interest paid.

Respectfully,  
Kathy Doherty



Robert Whitney  
429 Mason Road  
Milford, NH 03055

2/9/2024

Milford Board of Selectman

To whom it may concern,

I am requesting a credit for the interest that was charged to me for the above property. I did not receive a bill, the first bill I received was the late notice dated February 1<sup>st</sup>, 2024.

Please let me know if you have any questions.

Regards,



Robert Whitney

**RECEIVED**  
FEB 21 2024  
TOWN OF MILFORD

**4. a) 8) Approval of Light of the World Christian Church Annual Good Friday Crosswalk - March 29, 2024**

February 22, 2024

To Whom It May Concern:

Light of the World Christian Church is going to be walking through town for our annual Good Friday Crosswalk. We would like to stop at the historic Milford Oval on Friday, March 29, between 9am and 6pm for a time of worship and prayer. We anticipate approximately 15 to 30 people would be in attendance throughout the day for this event, depending on the weather. We look forward to your response.

Kind regards,

Amara Hartling

Administrative Secretary

Light of the World Christian Church

[lwccnh@comcast.net](mailto:lwccnh@comcast.net)

4. b) 1) Budget Transfer Request - Contractual Buildings



TOWN OF MILFORD  
BUDGET TRANSFER  
REQUEST FORM

DATE: December 27, 2023 DEPT: Finance

SUBMITTED BY: Paul Calabria

FROM:

ORG-OBJECT-PROJECT	DESCRIPTION	AMOUNT
11602-543300	Contractual Buildings	18,000.00

TOTAL 18,000.00

TO:

ORG-OBJECT-PROJECT	DESCRIPTION	AMOUNT
19002-804800	Transfers-Transfer to Heritage Commission Non-Lapsing Fund	18,000.00

TOTAL 18,000.00

REASON FOR TRANSFER: Transfer to the Heritage Commission Non-Lapsing Fund – Funding for repair of the Scout House roof.

BOARD OF SELECTMEN APPROVAL:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

FOR FINANCE USE ONLY:

DATE \_\_\_\_\_ ENTERED BY: \_\_\_\_\_ BUDGET TRANSFER JOURNAL ENTRY# \_\_\_\_\_

**APPROVED MINUTES OF BOARD OF SELECTMEN MEETING - 12/27/2023**

458 Chief Viola clarified that it won't reduce the over-time budget because this year we spent well over what was  
459 budgeted. We haven't increased our overtime budget in years even though salaries went up. Selectman Labonte  
460 said there are sacrifices that every department is going to have to make. It's a position that has been vacant for  
461 two to three years. Chief Viola said we made the sacrifice last year and paid our price. Selectman Labonte said  
462 it's a phased approach to try and put it back instead of trying to do it all in one year. Chief Viola said he isn't  
463 trying to do it all in one year. If we have a chance to go full staff based on the increase of people in this town, it's  
464 only the smart thing to do. It benefits the town because public safety is the number one concern. He doesn't need  
465 our officers to be burnt out again.

466  
467 Selectman Labonte asked if they could find somewhere to fund \$40,000 in the budget. Administrator Daley said  
468 they could make an effort through all departments to locate \$40,000. We may have to make a sacrifice collectively.  
469 Selectman Labonte asked what else they could fine for money in other places. Administrator Daley said they are  
470 at the point where we are picking at the bones. The challenge to department heads was to fully fund their depart-  
471 ments at the level of service that this town deserves and requests. There may be small opportunities we could  
472 realize but not much.

473  
474 **Selectman Dargie made a motion to reduce the budget by \$414,000 with the exception of finding an addi-**  
475 **tional \$40,000. Seconded by Selectman Freel. All were in favor. The motion passed 5/0.**

476  
477 **Selectman Dargie made a motion to remove \$18,000 from the surplus to use for the scout house repairs and**  
478 **put it in the Heritage Commission non-lapsing fund. Seconded by Selectman Finan. All were in favor. The**  
479 **motion passed 5/0.**

480  
481 The Board discussed the \$28,000 for the bandstand and Director Calabria said he would find out how we can  
482 process it tomorrow. Selectman Dargie supports the bandstand even if we need to add it to the budget although  
483 he would rather take it from surplus. Selectman Freel said no means no as far as the warrant article being voted  
484 down this year.

485  
486 Ms. Kokko said the reasoning that is used for applying the no means no clause includes what is proposed compared  
487 to what is originally proposed which includes the dollar amount. Selectman Dargie said the project scope is the  
488 same but the money is different. Ms. Kokko said the work that the money is covering could be defined as different  
489 as well. Selectman Freel isn't for this. Ms. Kokko would prefer to see the bandstand in the budget.

490  
491 **Selectman Dargie made a motion to add \$28,000 to the budget for the bandstand renovation. Seconded by**  
492 **Selectman Finan.**

493  
494 Selectman Freel said they will struggle to find \$40,000 for a police officer position already. Selectman Labonte  
495 asked Administrator Daley what the odds were to find another \$28,000 for the bandstand. Selectman Finan sug-  
496 gested using the surplus to pre-buy something else. Administrator Daley said there are opportunities but the Board  
497 discussed items that were one-off. Some items could be purchased like a vehicle or copier for example. Selectman  
498 Dargie said one-offs are better but those are limited.

499  
500 Ms. Kokko said the Board already voted to put the bandstand into the budget at a previous meeting. Administrator  
501 Daley said he could try to find \$28,000 but he made no promises. Selectman Dargie said just pre-buy something.

502  
503 The Board went on to the budget surplus request and Selectman Labonte asked if they had purchase and sales on  
504 all of the items proposed. Director Calabria said they do on the Fire Department vehicle. There was some discus-  
505 sion on pre-buying additional fuel.

506 Selectman Dargie asked if there was any way to put surplus towards the additional \$30,000 requested for increases  
507 in some of the salaries. Director Calabria said no. Selectman Labonte isn't in favor of this. He has a hard time

# TOWN STATUS REPORT

February 26, 2024

## 1. McLane and Goldman Dam Feasibility Study Update

Town Staff has had discussions with representatives from the NH Department of Environmental Services (NHDES) and the New England Water Infrastructure Network to explore funding opportunities to update the 2014 Feasibility Study for the Removal of the McLane and Goldman Dams and future funding for the actual removal of the dams. There is currently favorable funding opportunities and free technical assistance available through the Bipartisan Infrastructure Law for water infrastructure. The first step in this process would be to submit a pre-application to the NH DES by June 2024 seeking funding to update the feasibility study. The aim of the study would not to decide on removing or retaining these dams, but to provide updated information and facts for consideration by the Town. A detailed presentation will be provided to the Board of Selectmen on March 25, 2024.

## 2. Milford Master Plan Update

The Master Plan Update is scheduled to begin in March/April. Staff is working with the Town's consultant, Resilience Planning & Design, LLC., to fine tune the final elements/tasks of the scope and forecasted timeline of the project. The Community Development Office and the Planning Board are seeking additional vested individuals to volunteer to be on the Master Plan Advisory Committee. Members of Committee will play an essential role in the facilitation and development of the Master Plan. Please contact Terrey Dolan at [tdolan@milford.nh.gov](mailto:tdolan@milford.nh.gov) in the Community Development Office.

## 3. Municipal Payroll Services

Staff continues to explore opportunities to outsource payroll services and limited human resource administrative functions to a third-party company. Staff is concurrently working with Town Counsel on the existing contract with Andrews Technology for the Town time keeping system that expires December 2025. The result of the review of the current contract will dictate the actions and timing of the Town to potentially outsource payroll services.

## 4. Milford Community Power / Standard Power Program

Milford Community Power rates will become effect March 1<sup>st</sup> and will provide stable rates for 20 months, from March 2024 to November 2025, and three options with more renewable energy for electricity customers up to 100%. Please visit [www.MilfordCommunityPower.com](http://www.MilfordCommunityPower.com) for more information on the program.

On February 13<sup>th</sup>, the Town received a letter from the Department of Energy citing a formal complaint involving the Milford's Community Power Aggregation plan and upcoming enrollment of residents and businesses. (See <https://www.energy.nh.gov/rules-and-regulatory/proceedings/complaint-proceedings>) The complaint involves the timing of March program start date and when the rates for the Town's Community Power Plan were established and default rate offered by Eversource. The Town in consultation with Counsel and Standard Power, issued a response letter to the Department of Energy on February 23<sup>rd</sup> disputing the complaint. We anticipate a quick resolution.

## 5. New Town Staff Additions

We would like to welcome two new employees to our Milford team, Camille Pattison and Susan Mallett.

Ms. Pattison will join Milford as the new Community Development Director and brings many years of regional planning and managerial experience to the Department. She most recently served as the Assistant Director of the Nashua Regional Planning Commission. Ms. Mallett will be succeeding Tina Philbrick as the Town Administrator / Board of Selectmen Executive Assistant who will be retiring after 11 years at the end of the month. Ms. Mallett brings many years of municipal and private administrative support and experience to Milford. Prior to Milford, Ms. Mallett was the Land Use Coordinator for the Town of New Ipswich and served in many executive assistant capacities for IBM.

**6. 2024 Town Administrator and Staff Goals & Objectives**

With the start of the new year, Department Heads were asked to submit their 2024 Departmental goals and objectives. The Town Administrator met with each Department Head over the past two weeks to review the submitted goals and objectives and reflect upon 2023.

At previous Selectmen’s meeting, the 2024 Town Administrator Goals & Objectives were circulated to the Board for initial review and consideration. The purpose of this item is to (1) continue the review of the Town Administrator Goals & Objectives and (2) begin to identify/align the goals and objectives of the Board. See attached memo providing the draft 2024 Town Administrator Goals & Objectives.

**7. Board, Commission, Committee Volunteers**

The Town is actively seeking volunteers seeking to serve on the various boards, commissions, and committees. The following is a listing of current vacancies:

- |                                         |                       |
|-----------------------------------------|-----------------------|
| • Board of Adjustment                   | 2 Alternate Positions |
| • Conservation Commission               | 2 Alternate Positions |
| • Economic Development Advisory Council | TBD                   |
| • Recycling Committee                   | 1 Full Time Position  |
| • Planning Board                        | 2 Alternate Positions |

If you are interested in applying, please contact the Administration Office or visit the Town website at [www.milford.nh.gov](http://www.milford.nh.gov) and download /complete the volunteer application.

# TOWN OF MILFORD

## TOWN ADMINISTRATION

Date: February 23, 2024  
To: Board of Selectmen  
From: Lincoln Daley, Town Administrator  
Re: 2024 Town Administrator Goals & Objectives



The Select Board and Town Administrator set annual goals and objectives for the Town Administrator and local government to meet each year. The attached document provides a summary of the strategic and operational priorities of the Town Administrator and establishes specific outcomes sought. The purpose of this meeting is to review, provide recommendations, and then begin to identify goals/objectives that assist/align with the goals and objectives of the Selectmen.

# MILFORD TOWN ADMINISTRATOR

## STATEMENT OF VISION, GOALS, OBJECTIVES AND ACTIONS

February 2024

### I. Financial

Town Administrator shall work closely with the Board of Selectmen, Budget Advisory Committee, and appropriate municipal staff/officials in providing financial leadership. Objectives:

1. In coordination with Finance Director, examine the existing policies and fiscal management practices involving the development and creation of the annual Town budget and default budget.
2. Develop itemized plan to complete the budget for submittal to the Board of Selectmen for review and consideration in September 2024. This will include establishing hard deadlines, meeting dates, and improved coordination with the Board, staff, and Budget Advisory Committee.
3. Develop monthly financial reports as to how the current fiscal year's budget is being maintained. Reports will be presented to Board of Selectmen at the first Board of Selectmen meeting of each month as part of the Town Status Report.
4. As a function of the budget preparation process, identify areas for operating and capital cost avoidance without negatively impacting the overall quality of municipal infrastructure and services. Identify areas of potential savings and potential budget crises with emphasis of one area of the budget per year.
5. In coordination with the Town's external auditor and Finance Department, pursue changes to existing policies and fiscal management practices that will enhance internal controls and/or otherwise lead to "clean" annual audits and their timely submittal by September 2024.

### II. Human Resources Management and Labor Relations

1. Organize and facilitate bi-weekly meetings with Department Heads and Town Hall staff.
2. Complete an in-depth review of the Town's existing Personnel Policy and provide the Board of Selectmen with recommended modifications as appropriate by July/August 2024.
3. Work proactively with Primex (the Town's provider of all non-medical insurance coverage) to reduce unnecessary risk exposure and manage long-term costs.
4. Annual review and consideration of the Town's health care costs and prioritization of benefits by the Town Administrator, Human Resources, and Board of Selectmen.
5. Ensure that the Town is adhering to pertinent laws and regulations with respect to workers compensation and unemployment practices.
6. Review employee compensation and suggest adjustments (where applicable) as part of the 2024-2025 budget cycle.
7. Continue planning for staff retirements that will likely take place over the next 1-5 years and develop succession plans.
8. Complete at least one training in human resources, personnel management, supervisory leadership, or related discipline.



9. Make a concerted effort to continue fostering a congenial, close-knit and supportive work environment for all employees of the town.

### **III. Community Relations**

The Town Administrator shall be an active participant and engaged with the Milford community. Objectives:

1. Attend off hour's community events as time allows.
2. Develop positive and productive relationships with civic, business, and other groups important to the Town.
3. Meet with businesses and other groups in Milford at least twice per year and document said meetings.
4. With the assistance of Granite Town Media produce a podcast and/or show that informs the public of Town projects/events/news and introduces department heads, elected officials, and businesses to the residents of Milford.

### **IV. Planning and Economic Development**

The Town Administrator shall actively participate in the strategic planning process especially with regards to economic development, residential/commercial/industrial growth, open space and recreation enhancement, historic preservation, and transportation improvements. Objectives:

1. Provide direct support and guidance to the Community Development Office and Planning Board regarding the long-term/master planning process, and help ensure that a complete draft of an updated Master Plan is prepared by mid-2025.

As a component of the Town Master Plan, facilitate and provide direct support to the Board of Selectmen, Planning Board, and Milford SAU to identify/prioritized the needs of the community and update the 2005/2014 Community Lands (Former Brox Property) Master Plan in 2024/2025.

2. Facilitate and manage the NHDES Alteration of Terrain permit application for the Milford Community Lands (Former Brox Property) Gravel Removal Operation. Seek approval and receipt of the permit in 2024.
3. Re-establish the Milford Economic Development Counsel and foster improved communications/relationships with the business community.

### **V. Town Government Communication/Efficiency and Effectiveness**

The Town Administrator shall strive to improve community/interdepartmental communications and transparency and the effectiveness/efficiency of Town government. Objectives:

1. Identify & develop improved communication channels & policies (e.g. a Town Facebook Groups, Granite Town Media, easier to navigate website),

2. Improve Town Website:

- Ensure consistent branding.
  - Utilize as marketing tool for town and as a conduit to communicate to the public/stakeholders. Ensure regular maintenance of content and information.
  - Modify/update the social media policy to relative to consistent content updates and maintenance responsibilities.
3. Focus outreach efforts to encourage and promote volunteerism in the Milford. Identify at least one new method of recruiting new board and committee members to open positions.

**VI. Service and Support to the Board of Selectmen**

The Town Administrator shall be responsive to the needs of the Board of Selectmen. Objectives:

1. Work diligently to ensure that the policy directives established by the Board of Selectmen are effectively implemented.
2. Keep the Board of Selectmen well informed of the matters under its control.
3. Prepare high quality analyses and accurate information regarding the various issues facing the Town.
4. Include an update on at least one project or department at each meeting of the Board, as time allows.
5. Help ensure that the Board of Selectmen continues to conduct its official business in a manner that appropriately adheres to the Open Meeting Law and/or other pertinent state laws and regulations.

**VII. Relationships with Other Levels of Government**

The Town Administrator shall strive to establish positive working relationships with agencies of other towns, county-wide organizations, the State of New Hampshire, and the Government of the United States. Objectives:

1. Continue to foster positive working relationships with surrounding towns and other towns within the County and Souhegan Valley by quarterly contact with the other towns' managers and administrators.
2. Review, analyze, represent and present the position of the town and Board of Selectmen relative to implemented and proposed legislation and governmental policies and regulations.
3. Stay abreast of and perform research involving pertinent governmental legislation, policies and regulations.
4. Engage in regular meetings and develop productive working relationships, with the key external government officials and agencies (i.e., Governor's Office, members of the state legislative delegation, NH-DRA, NH-DOT, other state agencies, Nashua Regional Planning Commission, Hillsborough County Commission, Milford School District, the

administrations of neighboring towns, etc).

**VIII. Professional Growth**

The Town Administrator shall pursue his continued growth and advancement and enhance his education for the good of the town. Objectives:

1. Complete at least one formal training in municipal finance, capital planning, or a related discipline provided by the NH-DRA, NHMA or other appropriate authority.
2. Attend pertinent professional meetings, seminars and conferences including the New Hampshire Municipal Association (NHMA) annual conference.
3. Maintain membership in pertinent regional, state and national professional organizations.

# TOWN OF MILFORD BOARD OF SELECTMEN POLICIES FOR ALL YEARS

## INDEX

POLICY NO.	TITLE
<b>2023</b>	
2023-01	Right to Know Policy
2023-02	Budget Transfer Policy
<b>2022</b>	<b>There were no polices enacted by the Board of Selectmen in 2022</b>
<b>2021</b>	<b>There were no polices enacted by the Board of Selectmen in 2021</b>
<b>2020</b>	<b>There were no polices enacted by the Board of Selectmen in 2020</b>
<b>2019</b>	<b>There were no polices enacted by the Board of Selectmen in 2019</b>
<b>2018</b>	<b>There were no polices enacted by the Board of Selectmen in 2018</b>
2018-01	Rule - Municipal Oval Flag Rule
<b>2017</b>	
2017-01	Rule - Target shooting prohibited on town community lands
<b>2016</b>	<b>There were no polices enacted by the Board of Selectmen in 2016</b>
<b>2015</b>	
2015-01	Personnel Use of Town Vehicles <b>(revised 10/23/23)</b>
<b>2014</b>	<b>There were no polices enacted by the Board of Selectmen in 2014</b>
<b>2013</b>	
2013-01	Administration of Commissions, Committees and Special Boards
<b>2012</b>	
2012-01	Credit Card Purchasing Policy (May 14, 2012)
<b>2011</b>	<b>There were no polices enacted by the Board of Selectmen in 2011</b>
<b>2010</b>	<b>There were no polices enacted by the Board of Selectmen in 2010</b>
<b>2009</b>	<b>There were no polices enacted by the Board of Selectmen in 2009</b>
<b>2008</b>	<b>There were no polices enacted by the Board of Selectmen in 2008</b>
<b>2007</b>	
2007-01	Policy Regarding Purchasing and Procurement (revised 9-23-19)
<b>2006</b>	
2006-01	Policy Regarding E-mail (May 22, 2006)
2006-02	Policy Regarding Hiring Process/Criminal Record Check
2006-03	Policy Regarding Deductions From Salaries for Employees Exempt from Overtime Pay Requirements (Safe Harbor Policy)
2006-04	Ethics Policy
<b>2005</b>	<b>There were no polices enacted by the Board of Selectmen in 2005</b>
<b>2004</b>	
2004-01	Policy Regarding Matters Before NH House of Representatives or Senate
2004-02	Policy on Exit Interviews <b>(revised 02/12/24)</b>
<b>2003</b>	
2003-01	Procedure to be Followed in the Establishment of New Positions
2003-02	Policy Regarding Employee Identification Badges <b>(revised 02/12/24)</b>
<b>2002</b>	<b>There were no polices enacted by the Board of Selectmen in 2002</b>
<b>2001</b>	

2001-01	Limiting Legal Advice Requests <b>(revised 10/9/23)</b>
2001-02	Employee Performance Reviews <b>(revised 10/23/23) (revised 02/12/23)</b>
2001-03	Admendment to Policy 2000-11 / Wages for Hiring/Promotions <b>(repealed 10/9/23)</b>
<b>2000</b>	
2000-01	Over-Expenditure Procedure <b>(superseded by Policy 2023-02)</b>
2000-02	Program / Budget Revisions <b>(superseded by Policy 2023-02)</b>
2000-03	Emergency Expenditures <b>(repealed on 9/11/23)</b>
2000-04	Citizen's Complaint/Dispute Resolution Procedure <b>(amended)</b>
2000-05	Water & Wastewater Depreciation Accounts <b>(repealed on 9/11/23)</b>
2000-06	Cashing out of Sick Leave due to Worker's Comp Injury
2000-07	Reimbursement for Personal Credit Card Expenses <b>(amended)</b>
2000-08	Grant Application Procedure <b>(repealed on 11/27/23)</b>
2000-09	Seat Belt Policy
2000-10	Request for Trust Funds <b>(repealed on 9/11/23)</b>
2000-11	Policy Re Wages for Hiring/Promotions <b>(revised 10/9/23)</b>

## 6. 1) Board of Selectman's Policy Review

---

---

**TOWN OF MILFORD BOARD OF SELECTMEN POLICY NO. 2000-06**  
**(NEEDS HR REVIEW) SCHEDULED FOR MARCH 11, 2024**

---

---

**TO :** ALL DEPARTMENT HEADS, BOARDS, COMMISSIONS, COMMITTEES

**FROM:** LEE F. MAYHEW, TOWN ADMINISTRATOR

**SUBJ :** CASHING OUT OF SICK LEAVE DUE TO WORKER'S COMPENSATION INJURY  
– POLICY NO. 2000-06

**DATE:** APRIL 26, 2000

---

At their meeting on Monday, 24 April 2000, the Milford Board of Selectmen adopted the following Policy concerning the annual cashing out of sick leave balance due to worker's compensation injury as follows:

**POLICY:**

If, in the course of employment, an employee is injured and, as a result of this injury, has to be absent from work and out on Worker's Compensation, the Town will charge that employee's sick leave hours in order to make that employee "whole" during the course of this absence so that there is no loss of income to the employee. Any sick leave hours charged as a result of this worker's compensation absence will reduce the number of sick leave hours remaining to the employee for the remainder of the year, however, this absence will be considered as "non-chargeable" sick leave hours towards the sick leave incentive cash out at the end of the year. If and when the employee is compensated for the absence by Compensation Funds of New Hampshire as a result of the injury, that income shall be conveyed to the Town of Milford and applied towards the reinstatement of the charged sick leave hours, thereby increasing the number of sick leave hours available to that employee for the remainder of the year.

**EFFECTIVE DATE:** Retroactive to 1 January 1999 for Non-Union Personnel

WAS REPEALED ON 11/27/23

---

---

TOWN OF MILFORD BOARD OF SELECTMEN POLICY NO. 2000-08

---

---

**TO :** ALL DEPARTMENT HEADS, BOARDS, COMMISSIONS, COMMITTEES

**FROM:** LEE F. MAYHEW, TOWN ADMINISTRATOR

**SUBJ :** GRANT APPLICATION PROCEDURE - POLICY NO. 2000-08

**DATE:** JUNE 2, 2000, (REPEALED 11/27/23)

---

At their meeting on Monday, 30 May 2000, the Milford Board of Selectmen adopted the following Policy concerning the procedure to be followed for the application of a Federal, State or other Grants as follows:

**POLICY:**

1. Any entity under the jurisdiction of the Board of Selectmen cannot apply for any grant unless a submittal request is made in advance to the Board of Selectmen for authorization to apply for said grant. This submittal should outline all of the cost issues relating to the grant such as current match required during the period of the grant and all future obligations that the Town could incur as a result of said grant. The Board of Selectmen will then review this information and vote on whether or not they desire to have the grant applied for.
- 2.
3. After the grant is applied for, the administrative and financial aspects of the grant will be “managed” by the Town Administrator and the Finance Director and will be coordinated with the lead person from each respective department.

repealed on 11/27/2023

**EFFECTIVE DATE:** 30 May 2000

Approved on \_\_\_\_\_

2003

---

---

**TOWN OF MILFORD BOARD OF SELECTMEN POLICY NO. 2003-01  
(NEEDS HR REVIEW)**

---

---

**TO :** ALL DEPARTMENT HEADS, BOARDS, COMMISSIONS, COMMITTEES

**FROM:** KATHERINE E.L. CHAMBERS, TOWN ADMINISTRATOR

**SUBJ :** PROCEDURE TO BE FOLLOWED IN THE ESTABLISHMENT OF NEW POSITION(S)

**DATE:** FEBRUARY 25, 2003 (REVISED APRIL 28, 2003)

---

At the April 28, 2003 Board of Selectmen's meeting an amendment to Policy No. 2003-1 was approved removing procedure number 5 which stated "Presentation to Personnel Committee for concurrence of job classification and placement on the Town's Wage and Salary Plan." The policy now reads as follows:

- Initial consultation with the Town Administrator to explain unmet staffing needs; concept of the duties to be performed by the position; and structure and placement of this position in the overall departmental organization.
- Preliminary discussion by the Department Head and the Town Administrator with the Board of Selectmen to determine if the members will entertain new position(s) in the budget process.
- Preparation of a draft job description to include minimum knowledge, skills, and ability requirements; and whether these are exact or if any combination of education and experience is appropriate for this position. Identification of ADA characteristics.
- Review by the Town Administrator and Human Resources Director of the draft job description to determine Fair Labor Standards Act (FLSA) characteristics, placement on the Wage and Salary Plan, and review of the job description to insure clarity of position description.



- Presentation to the Board of Selectmen for approval/support.

The foregoing is intended to outline a standard process for department heads to follow when requesting new positions.

**EFFECTIVE DATE:** 1 March 2003

---

**TOWN OF MILFORD BOARD OF SELECTMEN POLICY NO. 2006-01**  
**(POTENTIAL WORK SESSION)**

---

**TO :** ALL DEPARTMENT HEADS, BOARDS, COMMISSIONS, COMMITTEES

**FROM:** KATHERINE E.L. CHAMBERS, TOWN ADMINISTRATOR

**SUBJ :** POLICY ON EMAIL

**date:** June 05, 2006

---

At a meeting of the Milford Board of Selectmen held on Monday, May 22, 2006, the Board of Selectmen voted to adopt the following Policy regarding email correspondence:

**Definitions:**

**Administrative matters** – the one-way dissemination of information to Town Board members, where no further related email correspondence is exchanged between Town Board members on the subject matter of the information being disseminated.

**Conduct business** - make decisions or discuss substantive matters or affairs related to the town or the Town Board when such activity takes place among a quorum of Town Board members.

**Meeting** – two-way communication among a quorum of Town Board members.

**Scheduling** – the activity specifically associated with determining a date and time at which Town Board members would be available to meet in public session or non-public session.

**Application:**

This Email Policy applies to email initiated by the Board of Selectmen and all other town boards, committees, subcommittees and commissions whose members are appointed by the Board of Selectmen. This Email Policy shall also apply to email initiated by all other boards and commissions whose members adopt the provisions of this policy. Each such organization is referred to herein as a "Town Board".

**Accepted Use:**

This Email Policy is not meant to limit or restrict emails sent between individual members of a Town Board as long as the number of members involved in the email exchange does not constitute a quorum.

Members of a Town Board may use emails for scheduling or other administrative matters and to send information and updates to one another, subject to the "Restrictions" section below.

**Restrictions:**

Email exchanges shall be considered public information and subject to disclosure under the Right to Know law if they:

- ❖ ·pertain to the business or affairs of a Town Board; and
- ❖ ·are initiated by a Town Board member; and
- ❖ ·involve a quorum of a Town Board.

Example: If three members of a Town Board constitute a quorum, then an email regarding the business of the Board that is sent by one member to two or more other members is public information.

A Town Board will not use email to hold a meeting or conduct business.

**Record Keeping:**

Each Town Board shall designate a person (who may be a member of the board or a town employee) who shall maintain a hard copy of public emails.

A member of a Town Board who sends an email regarding the business or affairs of such Town Board to other members of the same Town Board, such that a quorum is involved, shall make the email public by forwarding a copy of the email to the person so designated for record keeping.

Those individuals designated by Town Boards to maintain a hard copy of public emails shall make the email available as follows:

- ❖ Hard copies of public emails shall, upon request, be made available to members of the public for inspection.
- ❖ Public emails shall, upon request, be copied for members of the public upon payment of reasonable copying charges.
- ❖ Hard copies of public emails shall be kept no less than one year, after which they may be destroyed.

**Effective Date: May 23, 2006**

---

---

**TOWN OF MILFORD BOARD OF SELECTMEN POLICY NO. 2006-02  
(NEEDS HR REVIEW)**

---

---

**TO :** ALL DEPARTMENT HEADS, BOARDS, COMMISSIONS, COMMITTEES

**FROM:** GUY SCAIFE, TOWN ADMINISTRATOR

**SUBJ :** POLICY ON HIRING PROCESS/CRIMINAL RECORD CHECK

**DATE:** OCTOBER 9, 2006

---

At a meeting of the Milford Board of Selectmen held on Monday, August 14, 2006, the Board of Selectmen voted to adopt the following Policy regarding Hiring Process/Criminal Record Check:

**Purpose:**

It is the intent of this Policy to establish a written guideline in order to ensure that all potential employees/volunteers meet or exceed the hiring standards of the Town of Milford.

**Policy:**

The Town of Milford shall maintain a standardized hiring policy inclusive of conducting or requiring criminal record checks on potential employees/volunteers in certain job categories. In order to maintain a professional work force within the Town of Milford, the following procedures shall be used by Department Heads during the hiring process:

- 1) Following a conditional offer of employment being tendered, potential employees/volunteers in the following work force categories shall be required to undergo criminal records checks:
  - a) Employees/volunteers working directly in contact with children (e.g., Recreation Department personnel).
  - b) Employees/volunteers working around children (e.g., Library personnel)

- c) Employees/volunteers working with/handling money (e.g., Town Clerk's Office; Tax Collector's Office, Finance Department, etc.)
  - d) Employees/volunteers having to enter residences (e.g., Building Inspector's Office; Assessor's Office, Welfare Office; etc.)
  - e) Employees/volunteers working with sensitive/potentially hazardous equipment/chemicals (e.g., WWTF personnel)
  - f) Employees/volunteers for the Police Department, the Fire Department and the Ambulance Service.
- 2) Following acceptance of the conditional offer of employment being tendered, the applicant will be required to complete an FBI Identification Record Request (\$18.00/fee) and a State of NH Criminal Record Release Authorization Form (\$15.00/fee) authorizing the release of this information to the Human Resources Director. Fees to cover the costs of these record checks will be paid out of the Human Resources budget for employees. Fees to cover costs of record checks for Volunteers will be paid by the appropriate department/office.
  - 3) If the results of the criminal records check are negative, the Human Resources Director shall inform the Department Head that he/she may proceed with the hiring process. The negative criminal record check shall be destroyed immediately as required by law.
  - 4) If the criminal records check reveals any court records, the Human Resources Director shall inform the Department Head who shall review same as follows:
    - a) The Department Head shall make a determination as to whether the applicant is suitable for the position applied for.
    - b) The Department Head may solicit the opinion of the Chief of Police or designee relative to the criminal record check document.
    - c) The Department Head shall be responsible for making the final decision as to the suitability of the candidate – taking the totality of the circumstances into consideration.
    - d) Regardless of the decision of the Department Head as to whether or not to hire the candidate, the criminal record check will be destroyed within thirty (30) days as required by law.

- 5) Failure to comply with the foregoing process will result in the termination of the application process.

---

---

**TOWN OF MILFORD BOARD OF SELECTMEN POLICY NO. 2006-03**  
**(NEEDS HR REVIEW)**

---

---

**TO :** ALL DEPARTMENT HEADS, BOARDS, COMMISSIONS, COMMITTEES

**FROM:** GUY SCAIFE, TOWN ADMINISTRATOR

**SUBJ :** POLICY ON DEDUCTIONS FROM SALARIES FOR EMPLOYEES  
EXEMPT FROM OVERTIME PAY REQUIREMENTS (SAFE HARBOR POLICY)

**DATE:** OCTOBER 9, 2006

---

At a meeting of the Milford Board of Selectmen held on Monday, August 14, 2006, the Board of Selectmen voted to adopt the following Policy regarding Deductions From Salaries For Employees Exempt From Overtime Pay Requirements (Safe Harbor Policy):

**Introduction:**

The US Department of Labor regulations regarding payment of overtime require – as a preliminary threshold for exemption from overtime pay requirements – that an employee be paid on a salary basis.

The Regulations review the types of deductions which may be made from an employee's salary during any pay period and their effect on the employee's status as exempt or non-exempt from overtime pay requirements

The Department of Labor has provided some examples of permissible deductions in Fact Sheet 17G – a copy of which is attached to this Policy and made a part hereof. As with any sampling, caution must be exercised by noting that the specific requirements in any given case will be governed by application of the laws and rules in question. Here is how the US Department of Labor describes exemptions from salary:

Deductions from pay are permissible when an exempt employee: is absent from work for one or more full days for personal reasons other than sickness or disability; for absences of one or more full days due to sickness or disability if the deduction is made

in accordance with a bona fide plan, policy or practice of providing compensation for salary lost due to illness; to offset amounts employees receive as jury or witness fees, or for military pay; for penalties imposed in good faith for infractions of safety rules of major significance; or for unpaid disciplinary suspensions of one or more full days imposed in good faith for workplace conduct rule infractions. Also, an employer is not required to pay the full salary in the initial or terminal week of employment, or for weeks in which an exempt employee takes unpaid leave under the Family and Medical Leave Act.

**Policy:**

The Town of Milford is committed to avoiding improper deductions and will act promptly to remedy any situation in which such a deduction may have been made by reimbursing the employee for any such improper deduction not later than the first pay day upon which the reimbursement reasonably may be made following a timely final determination that the deduction was improper.

Any employee who believes that a deduction from salary is improper should discuss the matter with his/her supervisor who will promptly (normally within twenty-four (24) hours) make an initial determination as to whether the deduction is proper, including a written explanation if it is found that the deduction was proper. The employee should ordinarily initiate this inquiry within forty-eight (48) hours after being paid or being notified of the deduction unless special circumstances justify later action. If the employee is not satisfied with the decision of the Supervisor, the employee may file a written appeal within forty-eight (48) hours to the Board of Selectmen which states the basis for disagreeing with the decision. The appeal shall be considered within seventy-two (72) hours with a final decision issued within ninety-six (96) hours whenever possible. Any final decision of the Board of Selectmen may be appealed in accordance with State or Federal requirements as applicable.

If any deduction was found to have been made improperly, the Town of Milford shall make a sincere and good faith effort to avoid any such improper deductions in the future for the employee and any similarly situated employees.



---

---

**TOWN OF MILFORD BOARD OF SELECTMEN POLICY NO. 2006-04.08  
(NEEDS HR REVIEW)**

---

---

**TO:** ALL DEPARTMENT HEADS, BOARDS, COMMISSIONS, AND COMMITTEES

**FROM:** GUY SCAIFE, TOWN ADMINISTRATOR

**SUBJ:** POLICY AND PROCEDURE ON TOWN OFFICIALS AND TOWN EMPLOYEE ETHICS

**DATE:** ENACTED TUESDAY, DECEMBER 26, 2006 (AMENDED JUNE 25, 2012, MAY 23, 2011, NOVEMBER 2009, JULY 14, 2008, JUNE 23, 2008, MAY 27, 2008 & AUGUST 27, 2007)

---

At a meeting of the Milford Board of Selectmen held on Tuesday, December 26, 2006, the Board of Selectmen voted to adopt the following Policy regarding Town Officials and Town Employee Ethics (this Policy amended by the Board of Selectmen on June 25, 2012, May 23, 2011, November 2009, July 14, 2008, June 23, 2008, May 27, 2008 & August 27, 2007):

**2006.04.010 Definitions**

In this policy:

"Town official" means any elected Town official or individual appointed by the Board of Selectmen to serve on a Town board, committee, subcommittee or commission.

"Town employee" means any individual employed by the Town of Milford.

"Gift" or "Contribution" means any money, discount, or thing of value received in excess of \$50 from any single source during any calendar year. "Gift" shall not include contributions as defined in RSA 664; a commercially reasonable loan made in the ordinary course of business; meals and beverages consumed in the course of official business; ceremonial gifts or awards which have insignificant monetary value; unsolicited gifts of nominal value or trivial items of informational value; reasonable expenses for food, travel, and lodging for a meeting at which a Town official or Town employee participates in a panel or a speaking engagement; gifts of tickets or free admission extended to a Town official to attend charitable or political events, if the purpose of such gift or admission is a courtesy customarily extended to the office; gifts that are purely private and personal in nature; or gifts from relatives by blood or marriage, or a member of the same household.

### **2006.04.020 Principles of Public Service**

The following section describes a set of values that should be aspired to by all Town officials and Town employees. These items in and of themselves *do not* form the basis for an ethics complaint.

A. Public Service as a Public Trust -

Town officials and Town employees should treat their positions as a public trust, only using the powers and resources of their positions to advance public interests, and not to attain personal benefits or pursue any other private interest incompatible with the public good.

B. Principle of Independent Objective Judgment -

Town officials and Town employees should employ independent objective judgment in performing their duties, deciding all matters on the merits free from conflicts of interest and both real and apparent improper influences.

C. Principle of Accountability -

Town officials and Town employees should assure that government is conducted openly, equitably and honorably in a manner that permits the citizenry to make informed judgments and hold Town officials and Town employees accountable.

### **2006.04.030 Grounds for an Ethics Complaint**

The following sections describe the items upon which an ethics complaint may be based. Any ethics complaint must specify the section or sections of this paragraph upon which the complaint is based.

A. Impression of Influence

Town officials and Town employees shall conduct their official and personal affairs in such a manner that they cannot be improperly influenced, and so as to avoid any appearance of improper influence, in the performance of their official duties.

B. Conflict of Interest

Town officials and Town employees shall avoid conflicts of interest. "Conflict of interest" means a situation, circumstance, or financial interest, which has the potential to cause a private interest to interfere with the proper exercise of a public duty. Town officials and Town employees shall not participate in any matter in which they, or their spouse or children, have a private interest which may directly or indirectly affect or influence the performance of their duties. In any instance where there is a conflict of interest or there could be the appearance of a conflict of interest,

the Town official or Town employee shall disclose the circumstances prior to the time the matter arises for official consideration or decision. Such disclosures by Town officials shall be made to the board, committee, subcommittee or commission on which the official serves, and disclosures by Town employees shall be made to the Town Administrator.

#### Misuse of Position

No Town official or Town employee shall disclose or use confidential or privileged information for personal benefit or for financial gain. Town officials and Town employees shall not use their governmental positions to secure privileges or advantages for themselves, which are not generally available to Town officials or Town employees, or to improperly secure governmental privileges or advantages for others.

#### C. Acceptance and Giving of Gifts

Any Town official and any Town official's spouse or dependent, and any Town employee and any Town employee's spouse or dependent, who gives, solicits, accepts, or agrees to accept a gift from a person or entity who is subject to any matter or action pending before or contemplated by the Town official, Town employee, or by the governmental body with which that individual is affiliated shall disclose the gift prior to the time the matter or action arises for official consideration or decision. Disclosure by Town officials shall be made to the board, committee, subcommittee or commission on which the official serves, and disclosure by Town employees shall be made to the Town Administrator. Disclosure made by Town officials or Town employees shall be recorded in the official minutes of all meetings at which the matter or action is discussed or considered. Nothing in this section shall be construed to prohibit gifts made to the Town of Milford and accepted in accordance with the law.

### **2006.04.040 Supplemental Policies**

In addition to this Ethics Policy, each Town board, committee, subcommittee and commission, and each Town department, may promulgate a supplemental ethics policy to address issues specific to that organization. In the event of a conflict, the provisions of this Ethics Policy shall supersede any such supplemental policy; provided however, that for those Town of Milford departments or agencies who have established Codes of Conduct or Codes of Ethics with provisions that are more stringent than those contained herein, then those more stringent provisions shall apply.

### **2006.04.050 Milford Board of Selectmen Procedure for Implementing the Ethics Policy**

#### A. Filing the Complaint

1. Any individual having information that any town official or town employee is or has been engaged in activities, or is or has been subject to a condition that constitutes a violation of the Ethics Policy, may present a complaint to the Ethics Committee. The conduct that is the basis for the complaint must have occurred within one year prior to the date the complaint is filed.
  2. The complaint form can be obtained from the Town's Web site or in person from the Board of Selectman's office at Town Hall during normal business hours.
  3. A complaint shall be presented in writing and shall be signed under oath before a notary public. The complaint shall allege the specific facts constituting the alleged violation of the Ethics Policy, shall name a specific person or persons who are alleged to have violated the Ethics Policy, and shall specifically state the particular provisions of section 2006.04.030 of this document that are alleged to have been violated.
  4. The complaint shall be submitted to the Board of Selectmen's office at Town Hall during regular business hours in a sealed envelope addressed to the Ethics Committee
- B. Requests for advice relating to compliance with the Ethics Policy can be submitted in writing or by email directed to the Ethics Committee. A request for advice must identify the person requesting the advice.
- C. The Ethics Committee

In the event of an alleged ethics violation, the complaint will be addressed according to one of the following three scenarios:

1. If the individual being accused is a town employee (excluding the Town Administrator), the complaint will be turned over to the Town Administrator to be addressed according to established town procedures.
2. If the individual being accused is a member of the Board of Selectmen, a town official who has been appointed by the Board of Selectmen, or if the person being accused is the Town Administrator, the complaint will be heard by the Ethics Committee.
3. If the individual being accused is a member of the Ethics Committee itself, the complaint shall be heard by the Board of Selectmen, according to the procedures described herein.

In any of the above scenarios, if a member of the Ethics Committee, Board of Selectmen, or the Town Administrator feels that he or she would not be able to impartially conduct the business of the Committee/Board, he or she shall bring it to the attention of the Committee/Board chair person for replacement or recusal.

D. Formation of the Ethics Committee

1. The Ethics Committee shall consist of five (5) voting members and two (2) alternates. Members and Alternates shall be private citizens who are residents of the Town of Milford and who do not hold any town official position in the Town.
2. The first Ethics Committee shall be appointed by the Board of Selectmen with preferential consideration being given to members of the ad hoc Ethics Committee that was appointed by the Board of Selectmen in March of 2008. At the Committee's first meeting the appointed members shall determine by lot:
  - a. which member will serve for a one-year term
  - b. which two members will serve for a two-year term
  - c. which two members will serve for a three-year term
3. The two Alternate members shall be appointed by the Board of Selectmen to serve terms of three (3) years.
4. The Board of Selectmen will appoint members to the Ethics Committee after these initial terms are completed. All newly appointed and reappointed members shall serve terms of three (3) years.
5. Should a vacancy on the Committee arise, the remaining members of the Ethics Committee will nominate to the Board of Selectman a town resident to serve out the remainder of the term.

E. Purpose and Charge

The purpose of the Ethics Committee is to:

1. Educate Town Officials regarding the provisions of the Town of Milford Ethics Policy.
2. Provide advice and counsel to Town Officials regarding ethical issues with which they are confronted.
3. Hear and resolve ethics complaints which are filed against Town Officials.

F. Confidentiality

1. All regular business of the Ethics Committee, including training, working on policies, and deliberations on requests for advice shall be conducted in public sessions, in accordance with RSA 91-A.
2. All reviews of complaints, preliminary hearings, hearings, and deliberations on complaints or hearings shall be conducted in non-public session, in accordance with RSA 91-A:3(c).

3. Any complaint received by the Ethics Committee is a confidential document and is not disclosable under RSA 91-A.
4. If the person against whom the complaint is made requests that the proceedings be conducted in public session, that request will be honored only if permissible by law.

G. Preliminary Review

1. Within two weeks of receiving a complaint, the Ethics Committee shall consider the complaint at a meeting and determine if the complaint has sufficient merit to warrant a hearing or further investigation. The Ethics Committee shall dismiss the complaint if any of the following applies:
  - a. The complaint does not meet the requirements of section 2006.04.050 (A) of this document. If the complaint is dismissed on this basis, the committee shall invite the complainant to resubmit the complaint in proper form.
  - b. The complaint alleges facts that, if true, would not constitute a violation of the Ethics Policy or alleges facts that constitute constitutionally protected or legally protected conduct.
  - c. The complaint is frivolous, scurrilous, or retaliatory in nature.
  - d. The complaint alleges facts that may constitute a violation of criminal law. In this case, the Ethics Committee may consult with the Town's Chief of Police, in accordance with all confidentiality provisions of RSA 91-A, and, if necessary, shall refer the complaint to the applicable law enforcement authorities and shall take no further action on the complaint until notified of the conclusion of any criminal investigation or criminal proceeding.
  - e. If the complaint is being investigated by law enforcement, the Ethics Committee shall notify the complainant that the matter has been transferred to law enforcement.
  - f. If the complaint is investigated by law enforcement and there is a determination that no criminal activity occurred, the complaint shall be returned to the Ethics Committee and it shall follow its standard process for reviewing a complaint.
2. Regardless of whether the Ethics Committee dismisses the complaint or finds the complaint to have sufficient merit to warrant a hearing or further investigation, the Committee shall promptly notify the complainant and the person against whom the complaint is made. The notification shall be in writing and shall include a copy of the Committee's written finding.

3. If the complainant fails to move forward to proceed with the complaint, the Ethics Committee may, at its discretion, continue to review the complaint and make a determination if a violation of the Ethics Policy has occurred.

#### H. The Hearing

1. The hearing shall be held within four weeks of the date the complaint is received by the Ethics Committee.
2. The Ethics Committee shall request that the complainant and the person against whom the complaint is made attend the hearing.
3. The hearing shall provide the opportunity for all parties to be heard and to present evidence. Witnesses shall testify under oath.
4. The Ethics Committee shall determine all cases by a preponderance of the evidence in deciding whether or not there has been a violation of the Ethics Policy.
5. The Ethics Committee shall have all powers at the hearing available under applicable law, including subpoena authority.
6. The Ethics Committee may dismiss the complaint at any stage of the proceedings if the Ethics Committee determines that one or more of the reasons for dismissal, as stated in section 2006.04.050 (F:1) of this document, are applicable.

#### I. The Findings

1. Within one week of the conclusion of the hearing, the Ethics Committee shall make a determination, in writing, of whether the person against whom the complaint is made has violated the Ethics Policy.
2. The Ethics Committee shall notify the complainant, the person against whom the complaint is made, and the Selectmen, in writing, of the determination of the complaint and the applicable recommendation.
3. Any determination by the Ethics Committee shall become public upon being forwarded to the Board of Selectmen. If it is determined by the Ethics Committee that a violation has occurred, the Ethics Committee shall recommend such sanctions, if any, that it deems appropriate. Such sanctions may include, but are not limited to, any one or more of the following:
  - a. In the case where the person who violated the Ethics Policy is a Selectman or the town administrator, the Ethics Committee may:
    - I. Vote to recommend the removal of the person from office (to the extent authorized by law);
    - II. Vote to recommend that the person resign from his or her office;
    - III. Vote to recommend a public censure of the person;

- IV. Vote to recommend a private censure of the person;
  - V. Vote to recommend that a letter of counseling be issued to the person regarding the determination.
- 4. The factual findings and determination of the Ethics Committee shall be final and are not to be overruled or modified by the Board of Selectmen, it being further understood that the Board of Selectmen is not obligated to take action on any recommendations forwarded to it by the Ethics Committee.
  - 5. The Board of Selectmen shall notify the complainant and the person against whom a complaint is made, in writing, of the disposition of the complaint.
- J. Other Issues
- 1. To the extent that these procedures may conflict with the terms of any collective bargaining agreement that is binding on the Town of Milford, the terms of the collective bargaining shall apply.

**Severability:**

If any provision of this Policy or the application thereof to any person or circumstance is held invalid, the invalidity does not affect the other provisions or applications of this Policy which can be given effect without the invalid provision or application, and to this end the provisions of this Policy are severable.

**Effective Date:**

This Policy shall become effective upon adoption by the Milford Board of Selectmen and upon its distribution to Town Departments and any other relevant governing bodies/organizations (if applicable).



2007

**TOWN OF MILFORD BOARD OF SELECTMEN POLICY NO. 2007-01**

---

**TO:** ALL DEPARTMENT HEADS, BOARDS, COMMISSIONS, COMMITTEES  
**FROM:** JOHN SHANNON, TOWN ADMINISTRATOR  
**SUBJ:** POLICY ON PURCHASING AND PROCUREMENT  
**DATE:** MONDAY, FEBRUARY 8, 2021

---

At a meeting of the Milford Board of Selectmen held on Monday, February 8, 2021, the Board of Selectmen voted to amend the following Policy regarding Purchasing and Procurement:

**SECTION I: PURPOSE**

The Procurement Policy of the Town of Milford, is adopted for the purpose of providing the best guarantees that tax money and public funds are spent in the most prudent fashion, as well as assuring the goods and services required by the departments of the Town are acquired in a timely manner and at the most economical price. This policy provides direction as to the steps involved in the procurement of all goods and services for the Town.

**SECTION II: AUTHORITY**

This Policy is adopted by the Board of Selectmen in accordance with RSA 31:39 as it relates to their management of the Town's prudential affairs and their authority over expenditures.

**SECTION III: CONFLICT OF INTEREST**

In accordance with RSA 95:1, no person holding a public office in the Town of Milford, either appointed or elected, shall, by contract or otherwise, except by open competitive bidding, buy real estate, sell or buy goods or services, commodities, or other personal property of a value in excess of \$250 at any one sale to or from the Town of Milford. This shall also apply to all employees of the Town of Milford.

**SECTION IV: OBJECTIVES**

- A. To seek competitive quotations based on the dollar limits outlined.
- B. To, wherever possible, consider the use of State contracts for goods and services.
- C. To, wherever possible, consider to use one vendor and purchase in bulk, in order to take advantage of any available discounts.

D. To provide a procedure for the disposal of surplus property.

### **SECTION V: EXEMPTIONS**

Select exemptions from the Procurement Policy shall be permitted as specifically authorized by the Board of Selectmen each calendar year.

### **SECTION VI: PROCUREMENT AUTHORITY**

Authority for the procurement of goods and services shall be as outlined below.

- A) **\$0 to \$7,500:** A Department Head shall have full authority to approve procurement of departmental goods and services up to **\$7,500** provided such good(s) or service(s) are identified within the department's annual budget.
- B) **Greater than \$7,500:** The Town Administrator shall have full authority to approve procurement of goods and services provided such good(s) or service(s) are identified within the Town's budget.
- C) **Greater Than \$25,000:** Approval of the majority of the Board of Selectmen is required for the procurement of goods and services in excess of \$25,000, which are not otherwise approved in the budget, or when the low bid is not recommended by Staff.

### **SECTION VII: PROCUREMENT PROCESS**

The process for procurement of goods and services shall be as outlined below with each amount designated to be a gross amount:

- A) Less than **\$2,500:** For procurement of **\$2,500** or less there is no requirement to obtain written or verbal quotes.
- B) **\$2,501 to \$10,000:** For total procurement between **\$2,501 and \$10,000**, contact as many vendors as necessary in order to obtain at least three (3) quotations. Quotation may be written or verbal, although final procurement shall not be permitted without a written quotation. In the event less than three (3) quotations are available; evidence of the attempt to obtain them should be attached to the purchase order.
- C) **\$10,001 to \$25,000:** For total procurement between **\$10,001 and \$25,000**, contact as many vendors as necessary in order to obtain at least three (3) *written* quotations. The Department Head shall present these quotations to the Town Administrator, along with a recommendation, for their approval. In the event less than three (3) quotations are available; evidence of the attempt to obtain them should be attached

to the purchase order.

- D) Greater than **\$25,001**: All procurements having an estimated cost in excess of **\$25,001** shall be bid pursuant to the competitive procurement guidelines established in this policy

Competitive Bidding and Request for Proposal requirements are provided for in Appendix A which is hereby made part of this policy.

In no instance may the Authority or Process levels be circumvented by making multiple individual purchases in succession or breaking up common service or vendor procurements. Any justified changes to an original procurement that moves procurement from one level or Authority or Process shall be acted on by the higher level.

### **SECTION VIII: ADDITIONAL PROVISIONS**

- A) Sole Source Proposals: The Town of Milford will not entertain the solicitation of a single source vendor for supplies and/or services unless the competitive bid requirements are explicitly waived by vote of the Board of Selectmen. Absent such vote, the Town will consider a vendor if they are the only bidder, provided that the procedural steps in soliciting bids have been followed and documented.
- B) Emergency Procurements: An emergency purchase may be made by a Department Head only if the normal operations of the department are in jeopardy. This shall generally mean or relate to emergency repairs to equipment or facilities which must be kept operating to protect the health and/or safety of persons, or property. For purposes of this paragraph only, the competitive procurement provisions of these policies may only be waived in case of an emergency by the Town Administrator, Chairman of the Board of Selectmen, or their designee (whoever is most readily available). This waiver shall only be considered when there exists a special emergency involving the health and safety of the people or their property.
- C) Disposal of Surplus Property: The Department Head must present any property (non-real estate), which is considered to be surplus and valued at over \$500, to the Town Administrator with a recommended method of disposition for approval. Various possible disposition means are the sealed bid or auction process, State surplus auction, trade in usage, retained for usage as parts, or transfer to another Town Department. The Department Head may dispose of any surplus items with a value of less than \$500, as they deem appropriate.

### **SECTION IX: AMENDMENTS**

These policies may from time to time be amended by the vote of the Board of Selectmen at

a properly scheduled Selectmen's Meeting.

**SECTION X: EFFECTIVE DATE**

These policies shall be effective upon a vote of the Board of Selectmen and shall replace any and all bid procedures or policies previously enacted by the Town.

**SECTION XI: PURCHASE ORDERS**

All purchases in excess of \$2,500 shall require a purchase order following the approval process detailed in Section VI.

**SECTION XII: CREDIT CARDS**

Credit cards purchases are subject to the Procurement Policy. Policies specific to the use of credit cards are covered in the "Credit Card Purchasing Policy" adopted May 14, 2012.

**Appendix A**

**REQUEST FOR PROPOSALS**

Certain professional services, such as architectural and engineering, auditing, and legal services are more appropriately solicited through a Request for Proposals (RFP). This is due to the need to consider factors other than price, such as professional qualifications, previous experience in related projects, and review of support staffs backgrounds.

When soliciting for RFP's the specifications must contain the following information: scope of services to be performed; timing; evaluation criteria; minimum qualifications of professional experience; and price.

The Town shall solicit proposals from at least three (3) vendors providing the professional service. Selection should be made by utilizing the following criteria: proposal review; interview of individual; and reference checks, including site visits if applicable.

**COMPETITIVE BID**

1. The Town will maintain a contractor / vendors file according to type of good or service provided, which will be used to send specific specifications to particular vendors.
2. Each department shall maintain contract files in accordance with the State of NH's

record retention rules. Each file shall contain the following, minimum information for the retention period, as appropriate:

- a) Bid specifications, public notice of bid solicitation and other relevant pre-solicitation documents;
- b) Records of recommendations, justifications, and approvals;
- c) Lists of those vendors/individuals sent the bid specifications;
- d) Copy of each offer or quotations and any records or documentation. Any unsuccessful offers will be maintained in the contract file;
- e) Record of any required approvals;
- f) Notice of bid award;
- g) The original of the signed contract or bid award, all contract modifications, and other change orders or amendments;
- h) Bid, performance, or other bond documents or a reference thereto.

3. **BID SPECIFICATIONS:** The Department Head shall prepare specifications for bid items, and shall submit the final specifications to the Town Administrator for approval prior to solicitation of bids. As part of the specifications, the Department Head should always include the following minimum items or requirements:

- a) Bidders must clearly identify the product or service on which they are bidding on all envelopes.
- b) Bidders shall provide samples with the bid when applicable. All samples will be returned to the vendors after the bid completion.
- c) The Town's Tax-Exempt Number: #xx-xxxxxxx.
- d) The terms of the contract, including effective dates, extension terms, termination clauses, and other applicable terminology.
- e) The party responsible for the freight and insurance charges, as well as how damaged goods will be returned and the extent of guarantees.
- f) Where applicable, performance bonds will be required and shall always be required, as specified by RSA 447:16, for construction projects with a value greater than \$25,000.
- g) A statement which reserves the Town's right to reject any and all bids, negotiate any contracts and waive any informalities in the bid process.
- h) A statement, which reserves the Town's right to consider substitution of equivalent items and under what conditions. The specifications shall include a statement, which requires the bidder to submit documentation for all substitutions and exceptions.
- i) Where applicable, the Town will hold a bidders' conference to acquaint the bidders with the process, and to address any special concerns, questions or

- request for exceptions that may arise.
- j) Minimum quantity and quality requirements. These requirements should be specific enough to ensure the desired level of quality, but also must be flexible enough to elicit multiple bids.
  - k) The following non-collusion clause shall be part of every bid specification package. A bidder must sign this statement in order for the bid to be valid.

"The undersigned certifies under penalties of perjury that this bid is in all respects bona fide, fair and made without collusion or fraud with any other person. As used in this section the word "person" means any natural person, joint venture, partnership, corporation or other business or legal entity."

---

(Name of person signing bid)

---

(Date)

---

(Company)

4. **PUBLIC NOTICE:** The Town Administrator shall invite all bids by advertisement in at least one (1) newspaper of general circulation in the Town of Milford, such publication to be at least fourteen (14) days before the time of the bid opening. All bid notices must remain posted in at least two public places, one of which must be at the Town Hall, for a period of not less than two weeks (14 days). To save on advertising costs, multiple bids should be advertised in single advertisements where deemed practical.

The invitation to Bid shall include the following information:

- a. time and date of receipt of bids
- b. address to which the bid is to be delivered
- c. date by which the Town may accept the bid and contract with the vendor
- d. a general description of the good or service being purchased
- e. any and all contractual terms and conditions applicable to the purchase
- f. indicate where and when an invitation to Bid may be obtained

- g. indicate where and by what date bids must be submitted
- h. indicate where and when bids will be opened, and by whom
- i. provide a description of the good or service requested
- j. reserve the Town's right to reject any and all bids

5. **AVAILABILITY OF SPECIFICATIONS:** The Town Administrator shall mail copies of the specifications to those firms/vendors as listed in the contract files as well as additional firms who may request a copy. The Town Administrator reserves the right to charge for copies according to size and complexity (i.e. construction drawings, etc.)

6. **SAMPLE BID PUBLIC NOTICE:** "The Town of Milford, New Hampshire is currently accepting bids for the (name of bid item). Bid specifications are available from the Town Administrator's Office, 1 Union Square, Milford, New Hampshire, 03055, (603) 673-2257. Sealed bids will be received until 2:00 PM, October 23, xxxx. Bids will be publicly opened and read at that time, and approved by the Town Administrator with time to be determined. The Town of Milford reserves the right to reject any and all bids if deemed in the best interest of the Town."
  
7. **ACCEPTANCE OF BIDS:** The Town Administrator shall accept all bids up to the time specified for receipt of bids in the Public Notice. All bids will be dated and time stamped by the Selectmen's Office. Any late bids will be rejected. A bidder may correct, modify, or withdraw a bid by written notice received in the Selectmen's Office before the time and date set for the bid opening.
  - a) Telegraphic bids (meaning by telegram, mailgram, or by facsimile) will be considered or accepted unless prohibited by the solicitation.
  
  - b) Bids must be submitted in accordance with the bid solicitation. If a bidder chooses to use its own bid form or a letter to submit a bid, the bid will be considered only if the bidder explicitly, in written form, accepts all the terms and conditions of the invitation and further that the award of the bid would result in a binding contract under the terms and conditions of the solicitations and other terms and conditions contained in the submitted bid which do not conflict with those in the solicitation.
  
8. **BID OPENING:** All bids will be opened by the Town Administrator at the time and date specified in the Public Notice. The names and quotes for all bidders recorded, and made available for public inspection. The Town Administrator may authorize a designee to open the bids. The Town Administrator shall notify all bidders of any changes in the opening time and/or date.
  
9. **BID CORRECTIONS:** After the bid opening, the bidder may not amend, correct, modify, or change in any fashion a bid, which would be contradictory to the interests of the Town of Milford or fair competition. The Town Administrator may waive minor informalities, or allow the bidder to make corrections, as long as the intent of the bid is not disturbed.
  
10. **BID AWARD:** Bids meeting the specifications shall be reviewed by the Department Head in consultation with the Town Administrator and others as needed. A recommendation shall be made to the Board of Selectmen for approval, if the preferred vendor is not the low bidder.



The Town Administrator shall award the contract to the successful bidder or Board of Selectmen approved bidder and be responsible for preparing Notice of Bid Awards and submitting same to the successful bidder as well as all other bidders.

11. **CONTRACTOR QUALIFICATIONS:** To be determined responsible, a prospective contractor must:

- a) have adequate financial resources to perform the contract, or the ability to obtain them;
- b) be able to comply with the required or proposed delivery or performance schedules;
- c) have a satisfactory performance record;
- d) have a proven record of integrity and business ethics;
- e) have the necessary organization, experience, technical skills, and support staff, or the ability to obtain them;
- f) have the necessary production, construction, and repair equipment and parts required to fulfill the contract requirements.
- g) provide at least two references and phone numbers.

2012

---

**TOWN OF MILFORD FINANCE DEPARTMENT 2012-01  
(NEEDS HR REVIEW)**

---

**TO:** ALL DEPARTMENT HEADS, BOARDS, COMMISSIONS, AND COMMITTEES

**FROM:** JACK SHEEHY, DIRECTOR OF FINANCIAL OPERATIONS

**SUBJ:** CREDIT CARD PURCHASING POLICY

**DATE:** 6/7/2012

---

A credit card purchasing policy was adopted by the Board of Selectmen at their May 14, 2012 meeting. Please read the attached policy. Also attached for your information is the Town's Purchasing and Procurement Policy, which is referenced by the credit card policy.

The Credit Card Purchasing Policy is in effect immediately and requires a signed "Agreement to Accept Town Credit Card" form for those employees with a Town credit card. This form is attached. Please complete, sign and return to the Finance Department.

If you have any questions or concerns, please feel free to call or stop in to see the Finance Director.

Please remember that all credit card transactions shall be processed immediately upon use by submitting a completed and signed Accounts Payable Distribution slip along with the credit card receipt to the Finance Department. Do not wait for the credit card statement, as this will result in delays in processing payments and could result in unnecessary finance charges.

---

---

Town of Milford Board of Selectmen Policy No. 2013-01

---

---

**Administration of Commissions, Committees, and  
Special Boards**

**Policy applies to:** All Department Heads, Staff, Boards, Commissions, Committees, and Volunteers

**Approved:** September 9, 2013

**Amended:** NA

**Sections:**

1. **Authority and Purpose**
2. **Definitions**
3. **Group Basics**
4. **Setting Up Meetings**
5. **Conducting a Meeting**
6. **Meeting Minutes**
7. **Communication within Groups, with the Public and with Other Groups**
8. **Appendixes**

**1. Authority and Purpose**

The Board of Selectmen adopted this policy to facilitate efficient and consistent administration of the various commissions, committees, and special boards created by the Board of Selectmen and/or town vote.

**2. Definitions**

- a. **“Chair”** – nominated or appointed administrative leader of a group who serves as the head administrative officer. In most instances, the chair is appointed/elected/chosen annually by the other members of the group. Typically, the chair runs meetings, maintains meeting flow and order, and oversees the overall purpose of the group.
- b. **“Group”** – an officially sanctioned (elected, appointed, nominated, etc.) group of volunteers and/or staff members tasked to accomplish, study, support, or steward a particular project, goal, or overall vision/mission
- c. **“Meeting”** –The convening of a quorum (majority) of any public body to discuss or act on any of that body’s business.

- d. **“Member”** – volunteers and/or staff members (elected or appointed) to fill an open position within a group
- e. **“Quorum”** – a simple majority of the membership of a group
- f. **“Subcommittee”** – any members of a group that have been directed to accomplish a specific task.
- g. **“Secretary”** - nominated or appointed officer of a group who fills the roll of maintaining the group’s documents, and taking or ensuring that meeting minutes are taken, maintained, posted or submitted for posting. In most instances, the other members of the group appoint/elect/choose the secretary annually.
- h. **“Session”** –This word shall have the same meaning as “meeting”
- i. **“Term”** – the length of time that a member is appointed, reappointed, or elected to serve on a group. Typically, the term length is 3 years and expires on March 31<sup>st</sup> of the final year of their term.
- j. **“Vice-Chair”** - nominated or appointed alternate administrative leader of a group who serves as the secondary administrative officer. In most instances, the other members of the group appoint/elect/choose the vice-chair annually. The vice-chair is typically tasked with running meetings, maintaining meeting flow and order, and overseeing the overall purpose of the group in the absence of the chair.

### **3. Group Basics**

#### **a. Creation of Groups**

Groups can be created by a town-voter-approved warrant article that details the purpose and construction of a group, or they can be created by a majority vote of a different group that has the authority to create subordinate groups.

#### **b. Membership**

Members are approved, appointed, or elected to participate by a group, town voters, or other sanctioned official that has the authority to appoint members to a subordinate group. As example, the Board of Selectmen appoint members to the Conservation Commission, the Planning Board appoints members to the Capital Improvements Plan Advisory Committee, and the Town Moderator appoints members to the Budget Advisory Committee (see Appendix A for details on specific groups and by whose authority members are appointed).

#### **c. Appointment and Reappointment of Members**

##### **I. Budget Advisory Committee**

Appointments or reappointments to the Budget Advisory Committee are made by the Town Moderator.

##### **II. Trustees**

Appointments or reappointments to the Cemetery Trustees and Library Trustees are made via election by the voters.

III. **Land Use Boards** - Planning Board and Zoning Board of Adjustment candidates desiring appointment are required to have a face-to-face interview with the Board of Selectmen. No face-to-face interview is required for candidates desiring reappointment. Prior to the appointment or reappointment of a candidate, the Chair of the respective board may submit a memo of recommendation to the Board of Selectmen that includes:

- The name of each candidate;
- If they are being appointed as a full or alternate member;
- The length of the term they are being reappointed to;
- Their address;
- A brief statement of endorsement for their appointment or reappointment.

Appointments or reappointments to subcommittees created by the Planning Board and Zoning Board of Adjustment are made by the respective boards.

#### IV. **All Other Groups**

Appointments or reappointments to all other groups are made by the Board of Selectmen.

##### a. **New Appointments**

Face-to-face interviews are necessary for new appointments.

The Board of Selectmen requests that new candidate appointments also have a memo from the chair of each group forwarded for the Board's review prior to the appointment. The memo shall include:

- The name of each appointment candidate;
- If they are being appointed as a full or alternate member;
- The length of the term for which they are being appointed;
- Their address;
- A brief statement of endorsement for their appointment;
- A brief bio (two or three sentences) stating their interest for joining and what skills, experience, or focus they have stated that they would like to bring to the group.

##### b. **Reappointments**

Face-to-face interviews are not necessary for reappointment.

In lieu of face-to-face interviews, the Board of Selectmen requests that candidate reappointments be forwarded to the Board of Selectmen in the form of a memo from the chair of each group. The memo shall include:

- The name of each reappointment candidate;
- If they are being reappointed as a full or alternate member;
- The length of the term for which they are being reappointed;
- Their address;
- A brief statement of endorsement for their reappointment.

**d. Subcommittees**

A subcommittee shall only consist of members previously appointed to the group forming the subcommittee.

**4. Setting Up Meetings**

**a. Posting Meeting Notices**

Except in an emergency, notice of the time and place meetings (including subcommittee meetings and nonpublic sessions), shall be posted in two appropriate places, one of which may be the town's web site, or in a newspaper of general circulation, at least 24 hours in advance (excluding Sundays and legal holidays). An emergency shall only mean a situation where immediate action is deemed to be imperative by the chair or presiding officer of the group. In the case of an emergency notice, the time and place of such meeting shall be posted as soon as practicable, and beyond the postings all reasonable efforts shall be made to inform the public that a meeting is to be held.

**b. Meeting Cancellations/Weather Postponements**

In the event of inclement weather, groups have the authority to cancel their meetings at their discretion. If a meeting is going to be canceled, all members shall be contacted to apprise them of the cancellation, every effort shall be made to notify the public of the cancellation, and the staff at the meeting location shall be notified to best accommodate facility arrangements.

**c. Access To the Public**

All meetings shall be open and accessible to the public. Consideration should be given for the size of the room reserved for the meeting in relation to the expected turn out for the meeting. Parking space for the meeting should also be assessed, and if it's anticipated that available parking spaces will be an issue, every effort should be made to resolve the situation well in advance of the meeting.

**d. Meeting Space Coordination**

As it is required that all meetings be held in locations that are open and accessible to the public, most of the time meetings will take place in one of several town facilities. When

arranging for meeting space the staff responsible for coordinating space within that building must be contacted in advance of the meeting to reserve the space.

**e. Meeting Safety/Security**

It is hoped that every meeting is conducted smoothly and without undue interruption or unreasonable discourse. However, topics and situations can arise that are disruptive or that put the safety of the participants or members at risk. Prior to any meeting security protocol should be reviewed/discussed amongst the members of each group and the meeting space should be assessed for emergency response, should it ever be needed. When considering these matters, the chair of each group should consult with the Chief of Police, or with the Police Captains for their guidance and input.

**5. Conducting A Meeting (please see Appendix E – ‘Is it A Meeting?’ Flowchart)**

**a. Public Sessions**

- I. A public session is the convening of a quorum (majority) of any public body to discuss or act on any of that body’s business, including work sessions.
- II. All public sessions shall be open to any members of the public, not just Milford residents. In a public session it is up to the discretion of the chair if testimony, comments, or input, will be accepted.
- III. Any member of the public, not just Milford residents, may attend, take notes, record or photograph any part of a public session. However, except for certain people at public hearings, the public is not guaranteed the right to speak.

**b. Non-Public Sessions (NPS)**

On occasion, groups may have a need to conduct a non-public session to discuss matters that are not appropriate for public participation. For further details, including the statutory requirements and procedures for conducting non-public sessions, please see Appendix C – Non-Public Session.

**c. Public Hearings**

All public hearings shall be open to any members of the public, not just Milford residents. In a public hearing it is required that all testimony, comments, or input, will be accepted.

**d. Non-Meetings**

Consultation with legal counsel; chance or social meetings neither planned nor intended to discuss official matters and at which no decisions are made; and strategy or negotiations regarding collective bargaining are considered non-meetings and do not require that notification of the event be posted.

**e. Unacceptable Meetings**

The convening of less than a quorum (majority) of any public body shall be deemed an unacceptable meeting. The members in attendance may discuss issues, but may not make any decisions nor take any minutes regarding the discussions. In cases where the lack of a

quorum prevents a public meeting from taking place, minutes should be presented for posting on the Web site simply stating that a quorum was not present and therefore the meeting was postponed. This will inform the public that the meeting was postponed, versus leaving the public wondering if the meeting had taken place, but that the minutes had not been posted.

## **6. Meeting Minutes**

### **a. Minimum Content of Minutes**

The minimum content of meeting minutes includes: (1) names of members present; (2) other people participating (it is not necessary to list everyone present, however); (3) a brief summary of subject matter discussed; and (4) any final decisions reached or action taken.

### **b. Draft Minutes Availability**

Minutes must be kept of all public meetings and must be available to the public not more than five business days after the public meeting. A business day means the hours of 8 a.m. to 5 p.m. on Monday through Friday, excluding holidays. Though there is no legal requirement to accept or approve the minutes, groups are strongly encouraged to review, amend if needed, and approve minutes at their next meeting. Even if minutes have not yet been approved, they still must be made available not more than five business days after the meeting. When the five-business day deadline is reached before the minutes are approved, they can be made available to the public with a notation that they are a draft version.

Groups are encouraged to distribute draft minutes to its members and Board of Selectmen's assigned representative prior to the next meeting of the group.

### **c. Approval of Final Minutes**

While there is no legal requirement for groups to approve their minutes, groups are encouraged to approve minutes of meetings prior to having the minutes posted on the Web site, thus ensuring an accurate depiction of the proceedings of the respective meeting. However, all groups shall review their draft minutes, and if they wish to amend them for additions, deletions and corrections, they may do so, but the discussion and vote must take place at a posted public meeting of a quorum of the group. The actual discussion to amend and approve the minutes must be documented in the minutes of that subsequent meeting as an item of business the group considered.

### **d. Archive of Electronic Minutes**

Groups are required to forward electronic versions of their minutes to the department that they are most closely connected so that they may be archived on the town network.

### **e. Hard Copies**

Minutes must be retained forever in hard copy format (RSA 33-A:5-a), and cannot be kept solely as electronic records. Each group shall determine who shall be tasked with printing and archiving hard copy minutes, and designate the location that they shall be retained in.



**f. Posting Minutes on the Web**

It is required that all groups have their approved minutes posted on the town’s web site in a timely manner. Each group is required to establish who and how the groups minutes will be processed to have the posted on the web (see Appendix A – Description of Various Groups for specifics on each group). It is incumbent of the chair of each group to ensure that minutes are being handled properly to facilitate their posting on the web in a timely manner. Draft minutes should not be posted on the web site.

Dependent on the skill level and administrative accessibility to the web site groups have a variety of opportunity to post meeting minutes on the web:

- I. Town Staff Group Member Posts Minutes Option - If a group has a town staff member that participates in the group, and that staff member has the necessary skillset to post meeting minutes on the web, they can be designated to accomplish that task.
- II. Town Staff Member of Connected Department Posts Minutes Option - A group forwards electronic minutes to a staff member of a designated department (that has a connection to the group) who has the necessary skillset to post meeting minutes on the web.
- III. Community Media Department Posts Minutes Option – If a group does not have a reasonably connected town staff member that can post minutes, they can be forwarded to the Community Media Department for posting.

**7. Communication Within Groups, With the Public and With Other Groups**

**a. Selectmen Representatives**

Please see Appendix F to determine the Selectman Representative(s) to your group.

**b. Responding to Interested Volunteers**

Residents interested in volunteering to serve on a particular group should submit written correspondence expressing their interest to the Executive Assistant in the Town Administrator’s Office, who then shall forward this correspondence to the individual or group with appointment authorization as detailed in Section 3(c) of this document. The chair of the group with appointment authorization shall be responsible for contacting the individual interested in volunteering and scheduling an appointment.

**c. Responding to the Public**

If an inquiry is made by a resident to an individual or group, the subject matter and the legality of the response shall be considered before determining whether the response comes the Board of Selectmen, the Town Administrator, or the chair of the group.

**d. Meeting with Selectmen**

If your group wishes to meet with the Board of Selectmen, please schedule an appointment through the Executive Assistant in the Town Administrator’s Office.

**e. Meetings Broadcast on PEG Access**

Please contact to Community Media Director to arrange to have your meeting broadcast on the local cable access channel.

**8. Appendixes**

- a. Appendix A – Description of all sanctioned groups [to include mission statements if available]
- b. Appendix B – Form for Starting a Group
- c. Appendix C – Non-Public Session Procedures
- d. Appendix D – Non-Public Session (NPS) Minutes Checklist
- e. Appendix E – ‘Is it a Meeting?’ Flowchart
- f. Appendix F – Selectmen Representatives

**Appendix A - Description of all sanctioned groups**

**GROUP NAME**

**Information Updated on: #/#!/#####**

**Group Roster as of #/#!/#####:**

<b>Name</b>	<b>Address</b>	<b>Phone</b>	<b>Email</b>

**Group created by:** GROUP (on x/x/xxxx)

**Membership:** X number full members  
X number alternate members

**Terms:** 3-year staggered terms

**Associated Town Department:** NAME

**Minutes Archived on Network:** N:\DRIVE\FOLDER\FILE

**Meeting Minutes Posted on Web by:** NAME

**Charge:**  
Text

**Excerpts of Board of Selectmen's meeting minutes regarding GROUP:**  
Text

**Appendix B - Form for Starting a Group**

Information Updated on: \_\_\_\_\_

Group Roster as of \_\_\_\_\_:

Name	Address	Phone	Email

Group created by: \_\_\_\_\_ GROUP (on x/x/xxxx)

Membership: \_\_\_\_\_ number full members  
\_\_\_\_\_ number alternate members

Terms: \_\_\_\_\_-year staggered terms

Associated Town Department: \_\_\_\_\_

Minutes Archived on Network: \_\_\_\_\_

Meeting Minutes Posted on Web by: \_\_\_\_\_

Charge: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Excerpts of Board of Selectmen's meeting minutes regarding GROUP:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## **Appendix C – Non-Public Session (NPS) Procedures**

There are extremely specific State Statute requirements regarding what few types of discussions are allowed to take place in non-public session. It is mandatory that non-public sessions are ONLY undertaken for one or more of the following reasons (definitions shorted, please see cited Statute for full details):

- **Non-Public Session (RSA 91-A:3, II(a)) – Personnel.** Discussion of dismissing, promoting, or compensating a public employee (used for performance reviews).
- **Non-Public Session (RSA 91-A:3, II(b)) – Personnel.** Discussion of hiring a public employee.
- **Non-Public Session (RSA 91-A:3, II(c)) – Reputation.** Discussion of anything that could damage the reputation of someone, except that the Board of Selectmen cannot enter NPS to discuss the reputation of one of its members. If a discussion needs to take place that could potentially damage a member of the group, or the group itself it needs to take place out in public session. If you think there is the potential that you need to go this route, please contact the Administration Department for guidance sooner rather than later.
- **Non-Public Session (RSA 91-A:3, II(d)) – Land Acquisition.** Discussion of buying or selling of land by the town or a group.
- **Non-Public Session (RSA 91-A:3, II(e)) – Legal.** Discussion of pending lawsuits or claims that have been filed, or threatened to file, in writing against the group or any member of the group in direct relation to their being a member of the group, until it is fully and finally settled. Having a discussion with Town Counsel or other lawyer regarding anything other than a filed or threatened suit CANNOT be discussed in non-public session, no exceptions. If a discussion needs to take place with Town Counsel or any other lawyer it needs to take place in a non-meeting, which is something completely different. If you think there is the potential that you need to go this route, please contact the Administration Department for guidance sooner rather than later.
- **Non-Public Session (RSA 91-A:3, II(f - h))** – not applicable to Milford groups.
- **Non-Public Session (RSA 91-A:3, II(i)) – Emergency Preparedness.** Discussions of preparing for a situation where people or properties are in peril.

### **I. Entering Non-Public Session**

- Mandatory - A motion shall be made to go into non-public session and the motion shall state which of the above sections the NPS pertains to (i.e., “I make

a motion to enter into non-public session to discuss a land acquisition matter per NH RSA 91-A:3, II(d)").

- **Mandatory** - Each member casts their vote on the motion and if the majority is in favor, the group goes into NPS.
- **Mandatory** - If members of the public are present at the meeting when a motion is made to enter non-public session, the members of the public need to leave the meeting space once the motion to enter NPS has been approved. Aside from voting members of the group, the only people allowed to remain are those deemed necessary for the discussion by the group. If a group utilizes a meeting transcriptionist consideration should be given if that person should be excused from the NPS (in which case a member of the group would take the necessary minutes in their absence).
- **Mandatory** – The minutes shall reflect who made the motion to enter NPS and who seconded the motion, and either state that the vote was unanimous, or list who was and was not in favor.
- **Optional, but strongly encouraged** – If the group is aware that a NPS will take place at an upcoming meeting, the NPS session should be announced as a notice for the upcoming meeting, and it should cite the specific reason as listed above.
- **Optional, but strongly encouraged** – If members of the public are generally present a group’s meeting, and if a NPS is anticipated at an upcoming meeting, consideration should be given to having the NPS either at the very beginning or the very end of the meeting so that the public is inconvenienced as little as possible.
- **Optional, but strongly encouraged** – If there is public present and the group will be going back into public session once they have exited NPS, the chair should give members of the public a general idea of how long the discussion is anticipated to take.
- **Optional, but strongly encouraged** - The minutes should state what time the motions to enter and leave NPS were made.

## **II. Once in Non-Public Session:**

- **Mandatory** – While in NPS, if decisions are made or actions are approved, those decisions or actions must be tracked and noted during the NPS. Once NPS is exited, it is required that the decisions or actions be specifically stated and included in the meeting minutes. (Care must be taken not to divulge confidential information that formed the basis for entering NPS.)
- **Mandatory** – Once the NPS discussion concludes a motion shall be made and seconded to exit the NPS.

- Optional, but strongly encouraged – Every effort should be made to ensure that NPS discussion is not inadvertently overheard by anyone other than those participating in the non-public discussion.
- Optional, but strongly encouraged – Candid discussion is productive and encouraged, however care should be taken to maintain civil discourse that is respectful of all group members. Many of the reasons that necessitate non-public session inadvertently lend themselves to lively debate and once the public is not present, it can unintentionally increase the intensity of the discussion. If it is anticipated that the discussion could get heated once in non-public session the chair should remind the members present that mutual respect is imperative to a productive outcome. The Chair also needs to maintain control of the discussion to ensure that the discussion stays focused on non-public information and that public session information is not discussed in non-public session.
- Optional, but strongly encouraged – Once the discussion of the main topic is finished, the group should discuss how they would like the minutes of the non-public session handled (see minutes options below).

### III. Exiting non-public session:

- Mandatory – Once the group has left non-public session the chair should announce that a discussion regarding the specific statutorily-cited reason took place. Any decisions that were made should be noted, and any associated announcements shall be made (i.e., “While the group was in non-public session to discuss a land acquisition matter per NH RSA 91-A:3, II(d), the group voted to accept the offered price on the property, and we are announcing that the group will be purchasing Map X/Lot Y – otherwise known as the NAME property”).
- Optional, though encouraged – If there were public participants at the meeting prior to the group going into NPS, once the group has exited NPS an effort should be made to notify the public participants in the immediate area outside the meeting space that the NPS is concluded and the group will be going back into public session.

### IV. Minutes of Non-Public Session (please also see Appendix D – NPS Minutes Checklist):

- Mandatory – Minutes of NPS must include the referenced Statutory citation that the NPS was for (see list above), who motioned to go into NPS, who seconded, whether or not all were in favor, a tally of votes to enter NPS, who motioned to come out of NPS, who seconded, what decisions were made, if any, and what announcements were made, if any, (please see below example):

“Member X motioned to enter into non-public session at 0:00 p.m. [optional to include time] in accordance with RSA 91:A3(d) to discuss a

matter regarding land acquisition. Member Y seconded. All were in favor. Motion passed ##/##.

Upon exiting from non-public session Member X announced that while in non-public session the group discussed a land acquisition matter per NH RSA 91-A:3, II(d), the group voted to accept the offered price on the property, and the group would like to announce that the group will be purchasing Map X/Lot Y – otherwise known as the NAME property. No other decisions were made. No other votes were taken. Member X motioned to seal the minutes of this non-public session. Member Y seconded. All were in favor. Motion passed ##/## [optional to seal the minutes].

- Mandatory – NPS minutes (if unsealed, as above), must be available for public inspection within 72 hours of the meeting. It is acceptable that the minutes be released in draft form to the public, and no statutorily set timeline is needed to have them approved.
- Optional, though encouraged – If the time was noted when the group entered into NPS the minutes should reflect it.
- Optional – If the group desires to have longer minutes kept than the above, but do not wish to have them viewable by the public, the group has the option to seal the minutes (see above for what the minutes need to contain if the group wishes to go this route). Sealing the minutes would be done in circumstances where greater detail is needed for future reference, but those greater details would have the potential to be detrimental if released to the public in the present day.

Using the context of the fictional situation mentioned above, let us say that the group while in that NPS has discussed several offers on several different properties all of which had potential to meet the need. They discussed each parcel in addition to the price they were willing to pay for each property. At the conclusion of the discussion, it was decided that the NAME property was the best overall fit. If at some point in the near future the deal on the NAME property fell through, there would be benefit to have detailed minutes of the discussion that included, what the group's second choice was, and the applicable price they were willing to pay, etc. If that detail on the second choice were to be made public and the NAME property deal had fallen through, it would give the owner of the second choice an unfair advantage during negotiations.

If the minutes are sealed the transcriptionist types them up as is the usual course, but seals the hard copies of the drafts to only be reviewed by the group



at the meeting where the minutes are considered for approval. At that meeting the group would go into NPS to review the NPS minutes of the previous meeting (see below for minute's language – those paragraphs would go directly below the ones exemplified above if the group had reviewed NPS minutes from a previous meeting while in that NPS). The group reads the drafts in NPS and amends or approves the minutes. Once approved the minutes are literally sealed in an envelope with the date, who was present in the NPS, and the applicable references state statute. That sealed envelope is then stored in the same place that non-sealed minutes of the group are stored. Example of sealed minutes contents:

Member X motioned to approve the non-public minutes of DATE (land acquisition) as presented. Member Y seconded. All were in favor. Motion passed ##/##.

Member X motioned moved to seal the non-public minutes of DATE (land acquisition). Member Y seconded. All were in favor. Motion passed ##/##.

Those minutes will then remain sealed forever, literally, or until such time that the group votes to unseal them, or they are opened by Town Counsel (the only person who can unseal minutes without the group needing to approve their unsealing).

**Appendix D – Non-Public Session (NPS) Minutes Checklist**

**Nonpublic Session Minutes  
[INSERT NAME OF TOWN AND BOARD]**

**Date:** \_\_\_\_\_

**Members Present:** [board member name] \_\_\_\_  
[board member name] \_\_\_\_  
[board member name] \_\_\_\_  
[board member name] \_\_\_\_  
[board member name] \_\_\_\_

**Motion to enter Nonpublic Session** made by \_\_\_\_\_ seconded by \_\_\_\_\_

**Specific Statutory Reason** cited as foundation for the nonpublic session:

\_\_\_\_\_ RSA 91-A:3, II (a) *The dismissal, promotion, or compensation of any public employee or the disciplining of such employee, or the investigation of any charges against him or her, **unless** the employee affected (1) has a right to a public meeting, and (2) requests that the meeting be open, in which case the request shall be granted.*

\_\_\_\_\_ RSA 91-A:3, II(b) *The hiring of any person as a public employee.*

\_\_\_\_\_ RSA 91-A:3, II(c) *Matters which, if discussed in public, would likely affect adversely the reputation of any person, **other than a member of this board**, unless such person requests an open meeting. This exemption shall extend to include any application for assistance or tax abatement or waiver of a fee, fine or other levy, if based on inability to pay or poverty of the applicant.*

\_\_\_\_\_ RSA 91-A:3, II(d) *Consideration of the acquisition, sale or lease of real or personal property which, if discussed in public, would likely benefit a party or parties whose interests are adverse to those of the general community.*

\_\_\_\_\_ RSA 91-A:3, II(e) *Consideration or negotiation of pending claims or litigation which has been threatened in writing or filed against this board or any subdivision thereof, or against any member thereof because of his or her membership therein, until the claim or litigation has been fully adjudicated or otherwise settled*

\_\_\_\_\_ RSA 91-A:3, II(i) *Consideration of matters relating to the preparation for and the carrying out of emergency functions, including training to carry out such functions, developed by local or*

*state safety officials that are directly intended to thwart a deliberate act that is intended to result in widespread or severe damage to property or widespread injury or loss of life.*

**Roll Call vote** to enter nonpublic session:

[name]	Y	N
[name]	Y	N
[name]	Y	N
[name]	Y	N
[name]	Y	N

**Remove public meeting tape** (if applicable).

**Entered nonpublic session** at \_\_\_\_\_ a.m./p.m.

Other persons present during nonpublic session: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

Description of matters discussed and final decisions made: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Note:** Under RSA 91-A:3, III. *Minutes of proceedings in nonpublic sessions shall be kept and the record of all actions shall be promptly made available for public inspection, except as provided in this section. Minutes and decisions reached in nonpublic session shall be publicly disclosed within 72 hours of the meeting, unless, by recorded vote of 2/3 of the members present, it is determined that divulgence of the information likely would affect adversely the reputation of any person **other than a member of this board**, or render the proposed action of the board ineffective, or pertain to terrorism. In the event of such circumstances, information may be withheld until, in the opinion of a majority of members, the aforesaid circumstances no longer apply.*

**Motion made to seal these minutes?** If so, motion made by \_\_\_\_\_, seconded by \_\_\_\_\_, because it is determined that divulgence of this information likely would...

- Affect adversely the reputation of any person other than a member of this board
- Render a proposed action ineffective
- Pertains to preparation or carrying out of actions regarding terrorism

**Roll Call Vote to seal minutes:** [name] Y N  
[name] Y N  
[name] Y N  
[name] Y N  
[name] Y N

**Motion: PASSED / DID NOT PASS** (circle one)

**Motion to leave nonpublic session** and return to public session by \_\_\_\_\_,  
seconded by \_\_\_\_\_.

**Motion: PASSED / DID NOT PASS** (circle one)

**Nonpublic meeting tape removed, public meeting tape replaced** (if applicable).

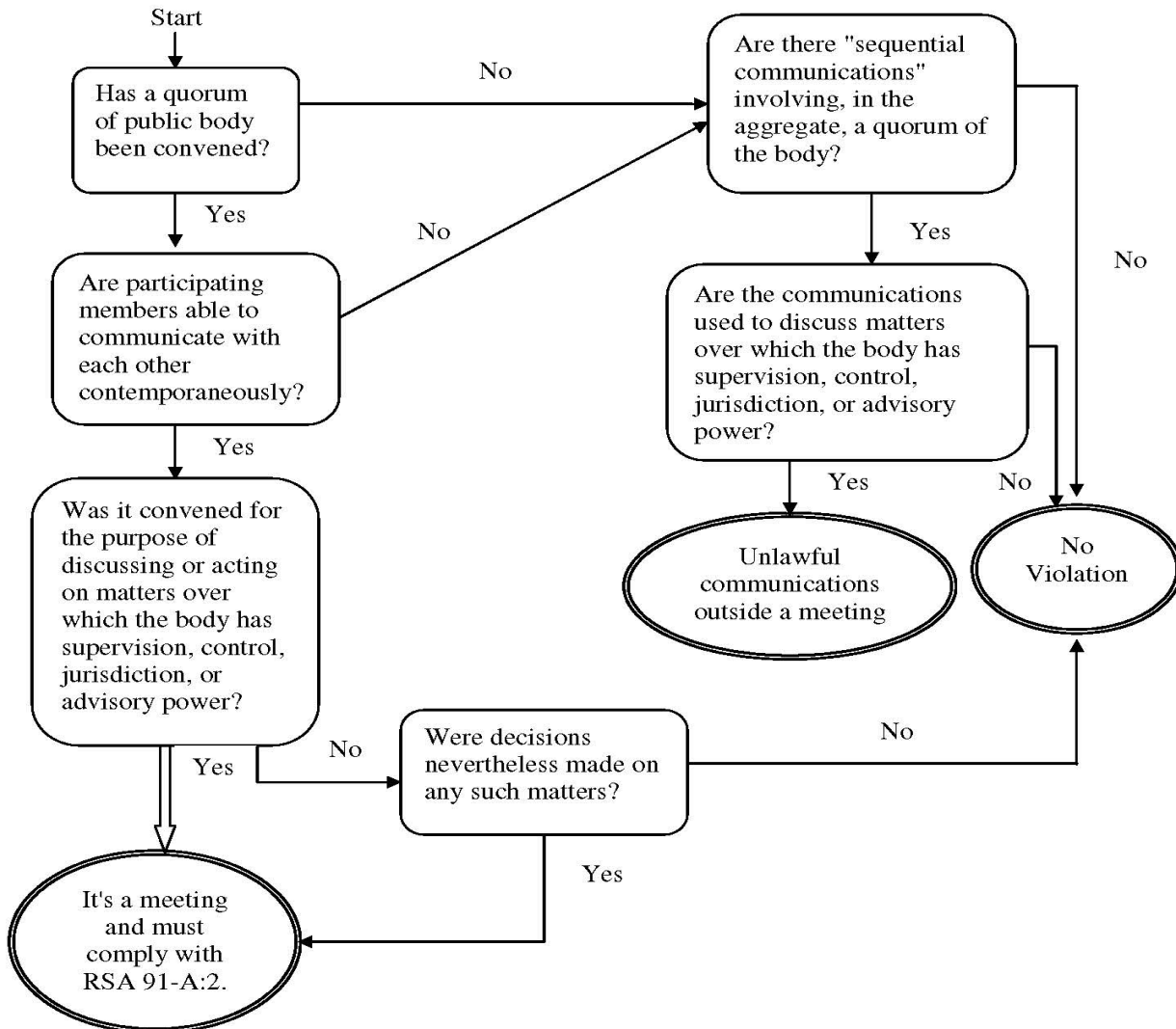
**Public session reconvened** at \_\_\_\_\_ a.m./p.m.

**These minutes recorded by:** \_\_\_\_\_

## Appendix E – 'Is it a Meeting?' Flowchart

### Is It a Meeting?

Use this flow chart to determine whether communications among members of a public body constitute a meeting subject to the Right to Know Law, or, if they do not constitute a meeting, whether they are unlawful communications outside a meeting.



New Hampshire Local Government Center, 10/08

## **Appendix F – Selectmen Representatives**

### **BOS Representatives on 2018 - 2019 Committees, Commissions, Boards, & Organizations**

---

- Conservation Commission (2<sup>nd</sup> Thursday, 7:00 p.m., Town Hall, BOS Room) - Selectman Dudziak
- Economic Development Advisory Committee (Varied) – Selectman Dargie
- Granite Town Media (Formerly PEG Access) Advisory Committee (3<sup>rd</sup> Thursday, 6:00 p.m., Library) - Selectman Federico
- Heritage Commission (2<sup>nd</sup> Wednesday, 7:00 p.m., Library) – Selectman Daniels
- Joint Loss Management Committee (quarterly, 2<sup>nd</sup> Tuesday (March, June, September, and December), 9:00 a.m., Police Facility, Community Room) - Selectman Putnam
- Library Trustees (3<sup>rd</sup> Tuesday, 7:00 p.m., Library) – Selectman Dudziak
- NHMA (Varied) – Administrator Bender
- MACC Base (2<sup>nd</sup> Wednesday, 6:00 p.m., Town Hall, MACC Base Offices) - Selectman Putnam
- Planning Board (1<sup>st</sup> & 4<sup>th</sup> Tuesdays, 6:30 p.m., Town Hall, BOS Room) - Selectman Federico, Selectman Dargie (Alternate)
- Recreation Commission (2<sup>nd</sup> Wednesday, 7:00 p.m., Town Hall, BOS Room) – Selectman Dargie
- Recycling/Solid Waste Committee (3<sup>rd</sup>. Tuesday, 6:30 p.m. – Selectman Daniels
- Tax Increment Finance District (Varied) - Selectman Dargie
- Traffic Safety Committee (Varied as items are sent for consideration, Police Facility, Community Room, 19 Garden Street) - Selectman Daniels
- Zoning Board of Appeals (1<sup>st</sup> & 3<sup>rd</sup> Thursdays, 7:00 p.m., Town Hall, BOS Room) – Selectman Dudziak
- Manifest Sign Off (available Thursdays after 4:30 pm through Mondays before 7:00 am) – Selectmen Dargie & Selectmen Putnam (Alternate)
- Payroll Sign Off (available every other week Wednesdays after 3:00 pm through Thursdays before 9:00 am) – Selectmen Putnam & Selectman Federico (Alternate)

## 9. Approval of Draft Minutes February 12, 2024

DRAFT

### MINUTES OF THE MILFORD BOARD OF SELECTMEN MEETING

February 12, 2024

**PRESENT:** Gary Daniels, Chairman Lincoln Daley, Town Administrator  
Chris Labonte, Vice Chairman Tina Philbrick, Executive Assistant  
Paul Dargie, Member  
Tim Finan, Member  
Dave Freel, Member

#### **1. CALL TO ORDER, BOARD OF SELECTMEN INTRODUCTIONS & PUBLIC SPEAKING INSTRUCTIONS:**

Chairman Daniels called the meeting to order at 5:30 p.m., introduced Board members, and then led the audience in the Pledge of Allegiance.

#### **2. APPOINTMENTS – (Approximate times)**

##### **5:30 p.m. - Approval of George Scollin as an alternate member to the Ethics Committee – Term Expires 2027**

The Ethics Committee would like to submit the name of George Scollin to serve as an alternate member. Mr. Scollin provided a brief bio to the Selectmen.

**Selectman Freel made a motion to appoint Mr. Scollin as an alternate on the Ethics Committee. Seconded by Selectman Finan. All were in favor. The motion passed 5/0.**

##### **5:35 p.m. - Milford Emergency Operations Plan – Fire Chief, Ken Flaherty**

Captain Flaherty submitted the Milford Emergency Operations Plan for the Board's review several weeks ago. Tonight's meeting was to answer any additional questions and finalize the submittal.

Chief Flaherty was on a fire call. After some discussion, this appointment was tabled for the next BOS meeting on February 26, 2024. Board members were asked to make an effort to complete the 3-hour training before the next meeting.

##### **6:00 p.m. - Cost Savings Recommendation for Roads – Public Works Director, Leo Lessard and Neil Beauregard, Highway Foreman**

Director Lessard would like to start using a calcium system to treat roads. They already have one 3,000-gallon tank available. Trucks have been updated, installed, and maintained to comply with the system. He explained the ProMelt Mag system which improves melting on road surfaces and results in long-lasting performance.

Pricing is based on the town entering a 3-year equipment agreement with Innovative. Innovative will provide 1x3000 gallon storage tank in this program. A prewet tank that goes on the back of a truck is not needed at this time because they already have one that was recently upgraded with new lines.

Director Lessard believes that with this system we will use less salt even with the cost of the Mag22 added to it. This pre-treatment system is DES and DOT-approved and will be mandatory to use in the next few years. This can also be used on sidewalks.

Selectman Dargie asked if anyone in our Public Works Department has been through the certification for this product. Director Lessard said he is hoping to have employees go through the training by next summer once the state updates the certification manual to include municipalities. The Public Works Department does have a couple of employees who were certified before working for Milford.

Administrator Daley asked how the additional tank would be paid for. Director Lessard said if you buy the MAG22 product, they will give you the tank to use. Administrator Daley said the reduction of our use of sand also helps with our MS4 requirements, and part of that is street sweeping. The fewer materials that go into our water the more beneficial.



57 The ultimate goal is a 30% reduction in salt and about 100% reduction in sand. There was additional discussion  
58 about the cost of salt and sand. It will take a while to get accurate numbers on savings. This material can also be  
59 used on sidewalks.

60  
61 **3. PUBLIC COMMENTS (items not on the agenda) –** There were no comments at this time.

62  
63 **4. DECISIONS**

64 **a. CONSENT CALENDAR**

- 65 1. Request to re-appoint Andy Hughes and Chris Costantino to the Conservation Commission with Terms expiring  
66 in 2027  
67 2. Request to re-appoint and change Marie Nickerson from a full member to an alternate member of the Conser-  
68 vation Commission with a Term expiring in 2027  
69 3. Request to change Rich Elliot from an alternate member to a full member to the Conservation Commission with  
70 a term expiring in 2026

71  
72 **Selectman Freel made a motion to approve the consent calendar except for 4. a) 1). Seconded by Selectman**  
73 **Finan. All were in favor. The motion passed 5/0.**

74  
75 Selectman Labonte asked what role Chris Costantino had in the Conservation Commission. Administrator Daley  
76 said she works for the Town as the Conservation Commission coordinator and she is also an alternate member of  
77 the Commission.

78  
79 **Selectman Freel made a motion to approve the consent calendar except for 4. a) 1). Seconded by Selectman**  
80 **Labonte. All were in favor. The motion passed 5/0.**

81  
82 **b. OTHER DECISIONS**

- 83 **1. N/A**

84  
85 **5. TOWN STATUS REPORT –**

86 **1. Deliberative Session Review**

87 The Town's Deliberative Session went well and Administrator Daley thanked the Board of Selectmen, Budget  
88 Advisory Committee, and staff for their continued efforts in the development of a balanced and fiscally responsible  
89 municipal budget that will continue to provide the Town with a high level of service and meet the needs of the  
90 community. The updated 2024 Town Warrant and Financials can be found on the main page of the Town Website  
91 at [www.milford.nh.gov](http://www.milford.nh.gov). The Town Vote will occur on March 12th at the Milford High School, 100 West Street  
92 from 6 am to 8 pm.

93  
94 **2. Milford Community Power / Standard Power Program**

95 Milford Community Power is launching this spring after being approved by Milford voters in March 2023. The  
96 program provides stable rates for 20 months, from March 2024 to November 2025, and three options with more  
97 renewable energy for electricity customers up to 100%. There is no cost to the municipality for running the pro-  
98 gram, no individual customer contracts, and customers can leave, change products, or rejoin the program with  
99 no fees or penalties effective on their next meter read date.

100  
101 On Wednesday, January 31<sup>st</sup>, the Town held an informational meeting to present and discuss the program.  
102 Based on the attendance and continued number of questions from residents, Town staff and Standard Power  
103 will conduct a second public information session in the Town Hall over the next two weeks (TBD). Please  
104 visit [www.MilfordCommunityPower.com](http://www.MilfordCommunityPower.com) for more information on the program. There will be an additional meet-  
105 ing to be held in the town hall on February 21, 2024, at 4:30 to answer any other questions people may have.

106

107 **3. Requests for Proposals**

108 Town Administration will be issuing a Request for Proposal in March seeking proposals from qualified firms of  
109 independent certified public accountants to audit the Town’s financial statements for the fiscal year ending De-  
110 cember 31, 2024, with the option of auditing the organization’s financial statements for potential future years.

111  
112 Town Administration and the Public Works Department will be issuing a second Request for Proposal next month  
113 seeking proposals from qualified firms to establish price agreements (labor, fixtures, and materials inclusive) for  
114 the replacement and/or retrofit of all existing light fixtures with LED smart- technology (or similar) with all mu-  
115 nicipal buildings.

116  
117 There was some discussion about what is wanted for the lighting RFP. Administrator Daley would like Selectman  
118 Freel to be involved with the lighting RFP due to the nature of his business.

119  
120 There was some discussion about our current auditors and how long they have worked for Milford. The consensus  
121 is to go out to bid.

122  
123 **4. 2024 Town Administrator and Staff Goals & Objectives**

124 Administrator Daley submitted the 2024 goals and objectives for the Board to review and discuss at the February  
125 26<sup>th</sup> meeting.

126  
127 **5. Boards, Commission, Committee Volunteers**

128 The Town is actively seeking volunteers to serve on various boards, commissions, and committees. The following  
129 is a list of current vacancies:

130

131 Zoning Board of Adjustments	2 alternate positions
132 Conservation Commission	2 alternate positions
133 Economic Development Advisory Council	TBD (January 2024)
134 Recycling Committee	1 full-time position
135 Planning Board	2 alternate positions

136  
137 Volunteer applications can be found on the town’s website.

138  
139 **6. SELECTMEN’S REPORTS/DISCUSSIONS**

140 **1. Policy Review**

141 **Policy 2000-08 – Grant Application Procedure.**

142 Selectman Freel said this Board never sees the grants before Department Heads apply for them. Administrator  
143 Daley said the Board votes to accept the money. Selectman Freel said no one should be applying for a grant  
144 unless the Board says yes or know. Administrator Daley said sometimes the timing is quick and we discover grants  
145 that need to be applied for quickly. Larger grants especially ones that require a match should go before the Board  
146 but smaller ones should not have to. He can appraise the Board of the smaller grants.

147  
148 Selectman Freel said he feels that the policy is in place for a reason and maybe the Board may not want the  
149 Department Heads to go for some grants. This also takes time away from the Department Heads to do their regular  
150 jobs.

151  
152 Selectman Labonte said Manchester has this policy in place. He gave an example of a grant that may pay for  
153 some employees for a certain amount of time but then force a town to eventually have to hire those people.

154

155 Selectman Dargie said we should get rid of this policy. People should be allowed to apply for grants and if one  
156 needs a match or controversial, they should come to the Board ahead of time. They should know when they should  
157 approach the Board on something like this.

158  
159 Selectman Finan doesn't have a problem having this policy but you don't want to tie the hands for the smaller  
160 grants. We should know about the grants that departments are going for but we shouldn't have to approve every-  
161 thing. There is clear ground for a compromise.

162  
163 Katherine Kokko, a Milford resident, said maybe the Board is made aware of grants that are coming promptly.  
164 Anything that requires a match should come before the Board. The policy is written for Department Heads but  
165 Committees and Commissions also apply for grants. Ms. Kokko said they were able to bring in a grant for the  
166 Bandstand and if they had to wait to bring it before the Board, they may have missed getting it in on time.

167  
168 Chairman Daniels agrees with Selectman Finan. Department Heads should go after grants if it's one-time and  
169 doesn't require a match. If it requires a match, it should come before the Board.

170  
171 Selectman Labonte doesn't have a problem with smaller grants as long as the Board is informed at a meeting. He  
172 is concerned about the time being put into a grant that the Board may not want depending on what it is.

173  
174 Chairman Daniels said the Board can be notified of grants through the Town Administrators status report. The  
175 Town Administrator can determine whether or not it needs to come before the Board.

176  
177 Chief Viola, Chief of Police, said some of his grants are ongoing every year, would they have to still go to the  
178 Board before applying for them? He agrees that some grants should go to the Board. He explained some of the  
179 yearly grants that they applied for. He also talked about in-kind grants. He also explained the vest grant process  
180 which is more like a rebate.

181  
182 Dave Palance, Heritage Commission Chair, said he would support Selectman Dargie's proposal and remove this  
183 policy. The Board representatives to each Committee and Commission should already know what is coming  
184 forward for grants and should be appraising the other Board members at their meetings.

185  
186 Chairman Daniels said they should be using the Town Administrator as a gateway as opposed to just waiting. The  
187 consensus is that the Board should at least be notified if someone is going for a grant, especially if it requires a  
188 match.

189  
190 Administrator Daley will try re-wording Policy 2000-08 Grant Application Procedure and bring it back to the  
191 Board at their next meeting.

192  
193 **Policy 2001-02 Policy re Employee Performance Reviews**  
194 Selectman Labonte asked how reviews were currently done. Administrator Daley explained the process. Raises  
195 are done off the cost of living not performance. In the past pay raises were explored on performance. There is a  
196 mixed concern about merit-based and cost of living. Selectman Labonte supports merit-based raises.

197  
198 Self-evaluations were discussed but the policy states that the employee's self-evaluation will not be used as a  
199 consideration in the review. There was additional discussion about the cost of living versus merit raises. Chief  
200 Voila said if you do merit-based, not everyone will get close to a cost-of-living raise. Selectman Labonte said not  
201 everywhere in the private sector do you get a cost-of-living raise. Chief Viola said we also have union contracts  
202 involved. Employees also get a six-month check to make sure expectations are being met.

203  
204 Selectman Finan said there are three categories of pay raises: COLA, (goes to everyone), merit, and market ad-  
205 justment. It's up to the Board if they get funded. Selectman Freeland agrees with Selectman Finan.

206 Mike Thornton, a Milford resident, in the Federal Executive Service kept the COLA and did away with time and  
207 grade. They kept merit because if you did extra, it added to your value.  
208

209 Administrator Daley suggests this be a good discussion for a work session. Paul Calabria, Finance Director said  
210 we typically use the Northeast CIP. It includes some major areas and a lot of small towns.  
211

212 Selectman Finan brought up employee self-evaluations again and asked why they wouldn't be used.  
213

214 Ms. Kokko clarified that a member of staff can do their self-evaluation but it's not a structured part of the process.  
215 She is surprised because all her jobs have had a structured process in place for the review process. Selectman Freel  
216 read paragraph 2 again for additional better clarification. Some members of the Board have heard of employees  
217 doing self-evaluations and some have not. In Milford, self-evaluations are encouraged but optional. Chief Viola  
218 said most of his employees don't like doing self-evaluations.  
219

220 **Selectman Dargie made a motion to add the word solely after the word not in paragraph 2 and delete the**  
221 **words "pay raise" in paragraph 3. Seconded by Selectman Labonte. All were in favor. The motion passed**  
222 **5/0.**  
223

224 **Policy 2004-01 House of Regarding matters before the NH House of Representatives or Senate**

225 After minor discussion, the Board decided to make no changes to policy 2004-01  
226

227 **Policy 2003-02 Policy Regarding Employee Identification Badges**

228 There was some discussion about when badges should be worn, which departments should be wearing them, and  
229 where, as well as how much information should be on the badge. Departments have guest badges which are used  
230 if someone comes in to work on something in the town hall. Some badges are issued through HR and some are  
231 issued through the Fire Department.  
232

233 Dave Palance, Heritage Commission, suggests Human Resources and the Town Administrator work out the details  
234 of who should or should not be wearing badges all the time, or as needed.  
235

236 Chairman Daniels said the Town Administrator should set the policy by the department as far as who wears their  
237 badge all the time.  
238

239 **Chairman Daniels made a motion to remove the words “department phone number and department su-**  
240 **pervisor” from paragraph 2. Seconded by Selectman Freel. All were in favor. The motion passed 5/0.**  
241

242 **Selectman Labonte made a motion to change the word may to shall in paragraph 4. Seconded by Selectman**  
243 **Freel. All were in favor. The motion passed 5/0.**  
244

245 **Selectman Labonte made a motion to accept Policy 2003-02 Policy Regarding Employee Identification**  
246 **Badges as amended. Seconded by Selectman Freel. All were in favor. The motion passed 5/0.**  
247

248 **Policy 2006-01 Policy on Email**

249 The Board will determine if this fits into the Right to Know policy and take this policy up at a later work session.  
250

251 Ms. Kokko said a lot of this policy is covered in the Right to Know law and some of this language is outdated or  
252 wasn't accurate at the time this policy was made. She agrees with doing a work session to review this policy. There  
253 should be a policy around e-mail retention and accessing it when there is a request.  
254

255 **Policy 2004-02 Policy on Exit Interviews**  
256

257 Chairman Daniels suggested adding the word “asked” before the word “complete” in item 4 under Procedure.  
258

259 Chairman Daniels suggested adding "or designee" after the Human Resource Director if the Human Resource  
260 Director is unavailable.  
261

262 **Selectman Labonte made a motion to accept Policy 2004-02 Policy on Exit Interviews as amended. Se-**  
263 **conded by Selectman Dargie. All were in favor. The motion passed 5/0.**  
264

265 **a) FROM PROJECTS, SPECIAL BOARDS, COMMISSIONS & COMMITTEES**

266 Selectman Freel presented a map of the proposed parking lot changes at the library. There are concerns about the  
267 blue not being able to turn around in the parking lot. Changes were suggested for EV charging stations. Adminis-  
268 trator Daley said there will be many opportunities for Board input on the conceptual drawings. The charging  
269 stations are a good opportunity for the town to consider. It doesn't mean that an EV station will go there, it's to  
270 provide the opportunity for conduits should the town go in that direction. It's a good Economic Development tool  
271 to provide opportunities for changing communities and the region. It isn't set in stone.  
272

273 Selectman Freel has concerns about the EV stations. He also feels that we are dragging our feet and thinks we  
274 should be further along than we are. Administrator Daley explained the process and said we are actually on  
275 schedule for everything that needs to be accomplished before construction. There was additional discussion about  
276 issues discussed at the Planning Board meeting.  
277

278 Janet Langdell thanked Selectman Freel for voicing the concerns brought up at the Planning Board meeting. Other  
279 buses would not be able to access the library with the current setup. Administrator Daley would like to have a  
280 work session to review the revised plans. The Town needs to be okay with the conceptual plan before moving  
281 forward.  
282

283 Selectman Dargie said the Granite Town Rail Trail race is already sold out in about 1 hour. This race raises  
284 more than \$50,000 and the money is split between Milford and Brookline. Administrator Daley said these types  
285 of things help fund Conservation activities/upgrades.  
286

287 Chairman Daniels mentioned Unwined, a new business opening on the Oval above the old Boston Shoe Store.  
288

289 **b) OTHER ITEMS (not on the agenda)**

290 **7. PUBLIC COMMENTS –**

291 Mr. Thornton, Milford Energy Advisory Committee, has been fielding questions from concerned residents of  
292 Milford. Mr. Thornton offered his phone number if there are any questions @ 603-249-6666  
293  
294

295 Katherine Kokko, a Milford resident, said there has been discussion at the state level about expenditures of tax-  
296 payers' dollars about lobbying. She mentioned NHMA and suggested the Board discuss this in more detail before  
297 anyone is designated for NHMA.  
298

299 **8. APPROVAL OF FINAL MINUTES –**

300  
301 **Selectman Dargie made a motion to approve the final minutes of January 22, 2024, and January 29, 2024**  
302 **(5<sup>th</sup> Monday Forum), as amended. Seconded by Selectman Finan. All were in favor. The motion passed**  
303 **5/0.**  
304

305 **10. INFORMATION ITEMS REQUIRING NO DECISIONS.**  
306

307 **11. NOTICES.** Notices were read.

308

309 **12. NON-PUBLIC SESSION –**

310

311 **13. ADJOURNMENT:** Selectman Freel moved to adjourn at 8:30. Seconded by Selectman Labonte. All  
312 were in favor. The motion passed 5/0.

313

314

315

316 \_\_\_\_\_  
Gary Daniels, Chairman

317

318

319

320 \_\_\_\_\_  
Chris Labonte, Vice-Chairman

321

322

323

324 \_\_\_\_\_  
Paul Dargie, Member

\_\_\_\_\_

Tim Finan, Member

\_\_\_\_\_

Dave Freel, Member